

RECOMMENDATIONS FOR CONSOLIDATING THE ADMINISTRATIVE FUNCTIONS OF THE ATLANTA MUNICIPAL COURT AND THE CITY COURT OF ATLANTA

Final Report of the Boston Consulting Group

September 12, 2003

AGENDA

Introduction and context

Executive summary

Section 1: Review of current operations

Section 2: Benchmarking results

Section 3: Proposed structure and court management

Section 4: Headcount and budget implications

Section 5: Facilities recommendations

Section 6: Transition plan

Appendix

CONTEXT FOR THIS REPORT

In November of 2002, the Mayor of Atlanta formed the Municipal and City Court Review Panel (the “Panel”) to advise the City on how to achieve the goals of efficiency, avoidance of duplication, focus of essential services and cost savings to the taxpayers through the potential restructuring of Atlanta’s court system. The Panel embarked upon a four-month study of the general operations of the Atlanta Municipal Court and the City Court of Atlanta (more commonly called the “Traffic Court”)

The Panel presented the following recommendations in April 2003⁽¹⁾:

- **Merger of the operations of the Municipal Court into the Traffic Court**
- **Discontinue the use of part-time Judges**
- **Underutilized Municipal Court Judges should be offered to Traffic or State Court as needed**
- **Review the Courts’ staff in view of reducing the number of non-essential personnel**
- **Review the record keeping and computer systems to improve the accountability of the Courts**
- **Accommodate the combined Court in the new Traffic Court building**
- **Continue the work of the Community Court within Municipal Court**
- **Review the caseload and personnel of the Solicitor and Public Defender of both Courts**
- **City should continue to examine bringing Municipal and Traffic Courts into the state court system**

In June of 2003, the City of Atlanta asked The Boston Consulting Group (BCG), on a pro bono basis, to use the Panel’s recommendations as a starting point and assist in defining a merger structure, developing core process designs and crafting an implementation plan for the City court system, based on an assessment of cost and service implications. Several members of the Panel agreed to continue to serve and to provide ongoing guidance to the BCG team as it conducted its work

This document is BCG’s final report and includes all of BCG’s recommendations regarding changes to the Atlanta court system. BCG was pleased to be able to provide this analysis at no cost to the City and to support the Mayor in her ongoing efforts to increase the effectiveness and efficiency of the City government

(1) Summarized from: Executive Summary: Report of the Independent Review Panel Concerning the Atlanta Municipal Court and the City Court of Atlanta, April 30, 2003

AN OVERVIEW OF OUR PROCESS

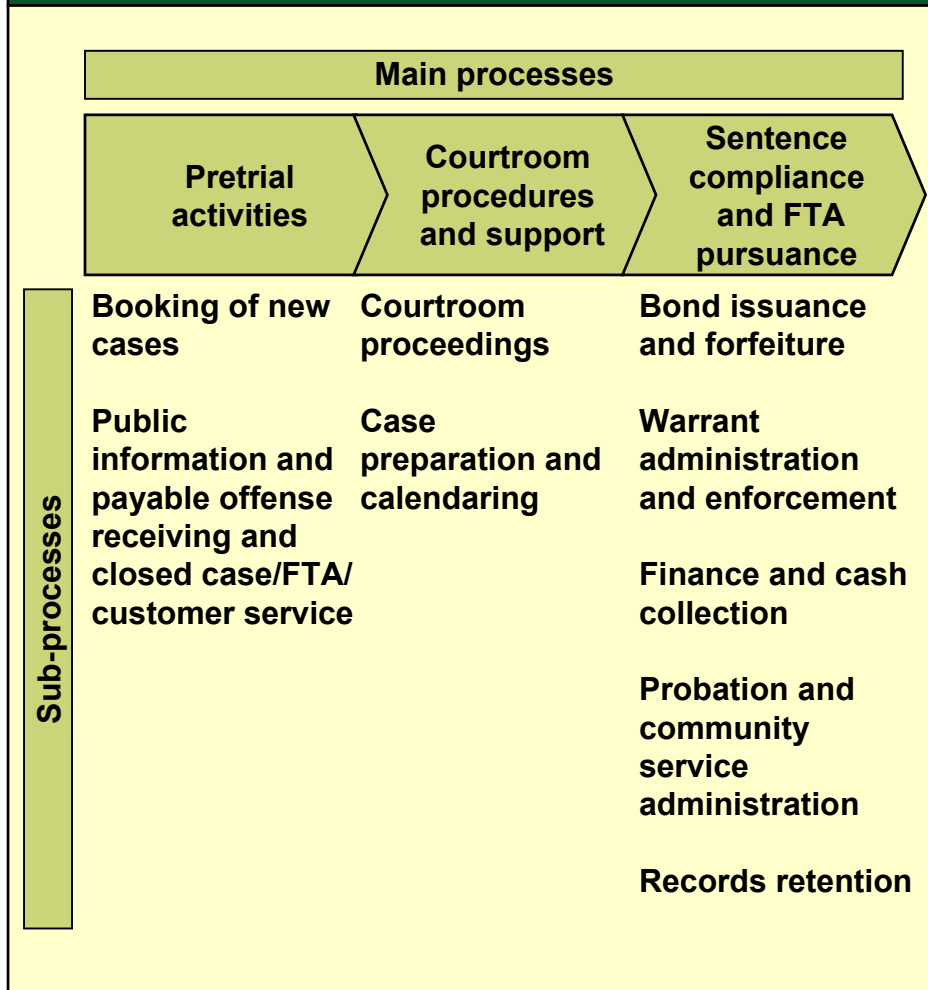
Our work was divided into three main streams, the first two of which were undertaken simultaneously. The first workstream involved collecting benchmark information on other courts in Georgia and around the country, as well as interviewing external experts, such as the National Center for State Courts (NCSC), to understand common practices across the U.S. The main purpose of this research was to identify areas in which the performance of the Atlanta courts varied from the cities studied so that we could identify likely areas of opportunity as well as areas of excellence. The second stream of work consisted of building a detailed baseline of the current organizations of the courts in Atlanta, reviewing both staffing and costs.

The third stream of work was a bottom up review of all administrative processes at both courts as well as an evaluation of the workload in different functional areas. This involved conducting interviews with 16 Judges and over 100 court staff members (as listed in the Appendix). In addition, we conducted multiple site visits to observe court operations in both Atlanta courts as well as in Miami-Dade, Florida (where the court has already moved to a paperless courtroom for traffic offenses). The team also assessed the status quo and future requirements for both facilities and IT. Finally, we worked with representatives from Municipal Court, Traffic Court, Police Department, Department of Information Technology, Department of Corrections and both Solicitors' and Public Defenders' offices to gather their input.

Although the Panel has made a recommendation on a judicial structure for the merger to the Mayor, the Mayor has not yet announced her decision. As such, we have crafted a set of recommendations which will be applicable regardless of the ultimate decision on the judicial structure and which also responds to a request from the Judges of both Courts during a working session on August 14th, 2003 for BCG to make recommendations as to the appropriate staffing of the Courts' administrative functions.

DETAILED REVIEW OF THE CURRENT PROCESSES LED TO IDENTIFICATION OF OPPORTUNITIES FOR IMPROVEMENT

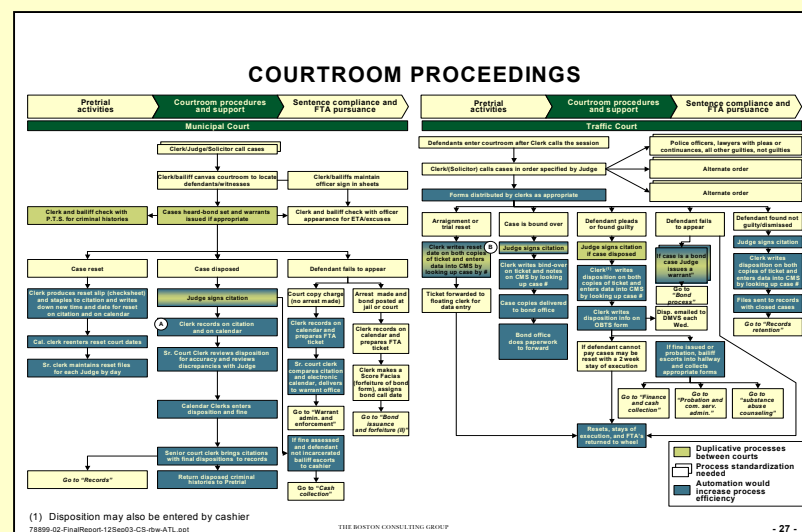
Processes at both Courts were reviewed in detail



Analysis revealed three key areas of opportunity

1. Optimize existing administrative functions in each court
 - Inefficient processes requiring standardization
2. Combine and streamline operations
 - Duplicative or redundant functions between courts
3. Improve efficiency through investments in IT
 - Processes suitable for automation

Sample process map



BOTH COURTS HAD SEVERAL OPPORTUNITIES TO GIVE INPUT

One-on-one interviews with individual Judges

Regular meetings with Clerks of Court

Kickoff meeting June 2003

- All Judges invited
- Introduce the effort
 - kicked off by the Mayor
 - review the proposed process
 - Q&A

Working session July 2003

- All Judges invited
- Changes to support staff
 - single Clerk of Court?
 - brainstorming of structures
- Identifying core processes
 - top two to three most important processes
 - impact of combination on core processes
- Identifying cost drivers
 - largest cost drivers
 - largest opportunities for savings
- Identifying suitable benchmarks
 - relevant experts
 - other court systems to look at

Working session August 2003

- All Judges invited
- Review headcount and cost baseline data for each court
- Review benchmarking data for both courts and the combined system
 - suggest modifications
 - identify implications
- Input on legal hurdles to the process

Working sessions September 2003

- Chief Judges and Clerks of Court of each court invited for separate sessions
 - reviewed and discussed recommendations for that court
 - collected input

Topics
discussed

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OVERVIEW OF KEY RECOMMENDATIONS

Administration

- Combine all non-judicial operations under a single Clerk of Court (jointly appointed by both benches before the end of the year)
- Adopt and monitor certain key metrics for use in managing the operations of the Courts

Optimize each court by Jan. 04

- Municipal Court
 - eliminate 14 vacant/redundant non-judicial positions
 - reduce outsourced services – cut 4 security guards and all pro hac positions
- Traffic Court
 - eliminate 63 vacant/redundant non-judicial positions
 - reduce outsourced services – cut all pro hac positions

Combine and streamline operations (starting Jul. 04)

- Move Municipal Court functions into the new court building, combine staff into a single pool and move to paperless courtrooms for traffic offenses (by July 2004)
 - eliminate 14 additional redundant/duplicated positions
 - reduce outsourced services – cut 6 court reporters and 10 security guards

Invest in IT improvements

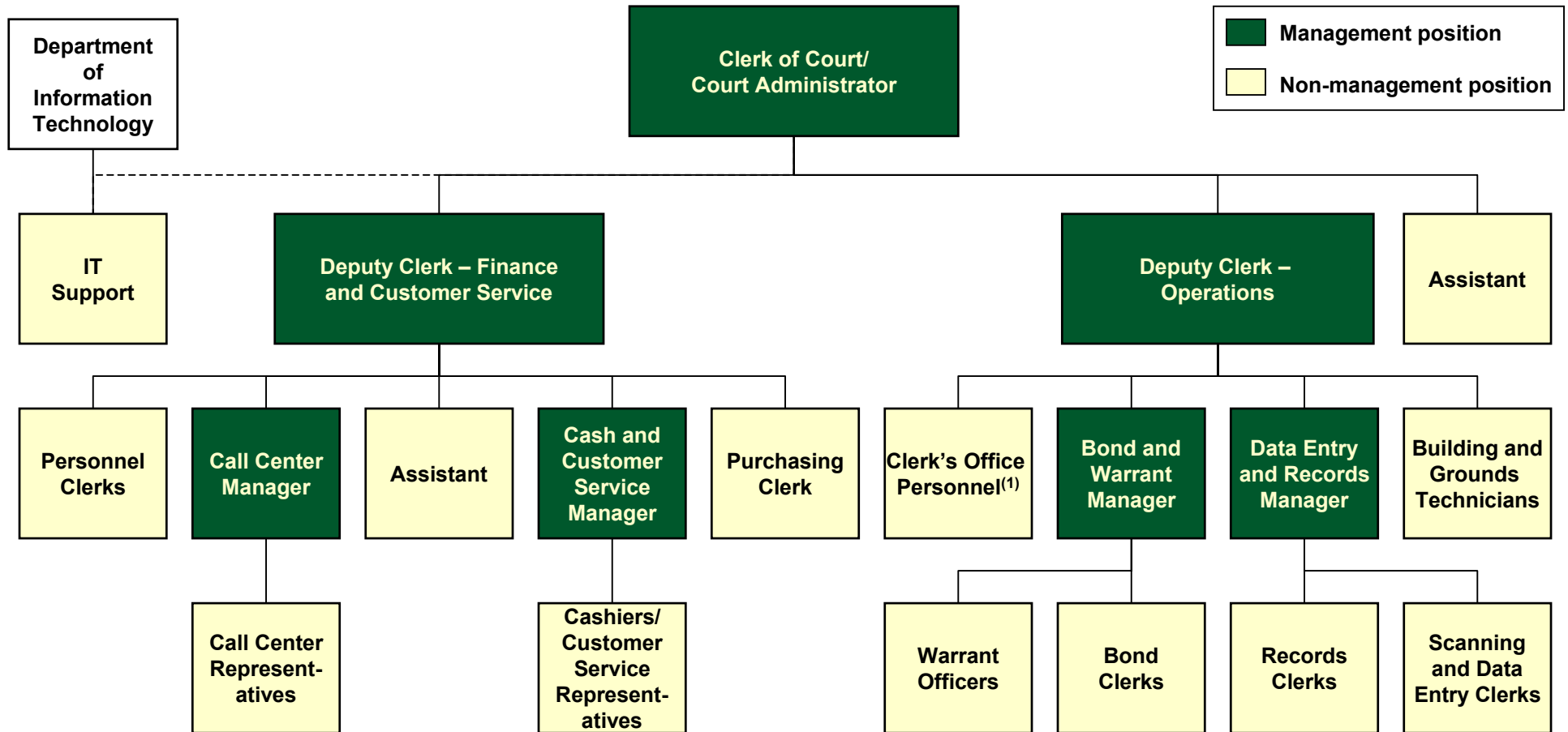
- Investment in IT system for consolidated operations by January 2006 (including migration of Municipal cases onto current Traffic Court system)
 - estimated IT expenditures of ~\$3M over the next two years
 - eliminate additional 20 redundant positions

Facilities

- Modifications to new building to facilitate transfer of all Municipal Court functions by July 2004
 - Authorize ~\$1.9M in modifications to new building and to the 24-7 homeless shelter (to facilitate prisoner transport) and lift freeze on budgeted construction of prisoner tunnel (\$1.2M)
- Upgrade first appearance court in Atlanta Detention Center (rough estimate of \$200K)
- Save annual rent of ~\$300K from co-locating separate Solicitors' offices and Public Defenders' offices

Net annual cost savings to Atlanta are \$2.3M in 2004, \$4.7M in 2005 and \$7.1M in 2006 or ~\$14M in cumulative net savings over the next 3 years

PROPOSED ORGANIZATION STRUCTURE FOR ADMINISTRATIVE STAFF

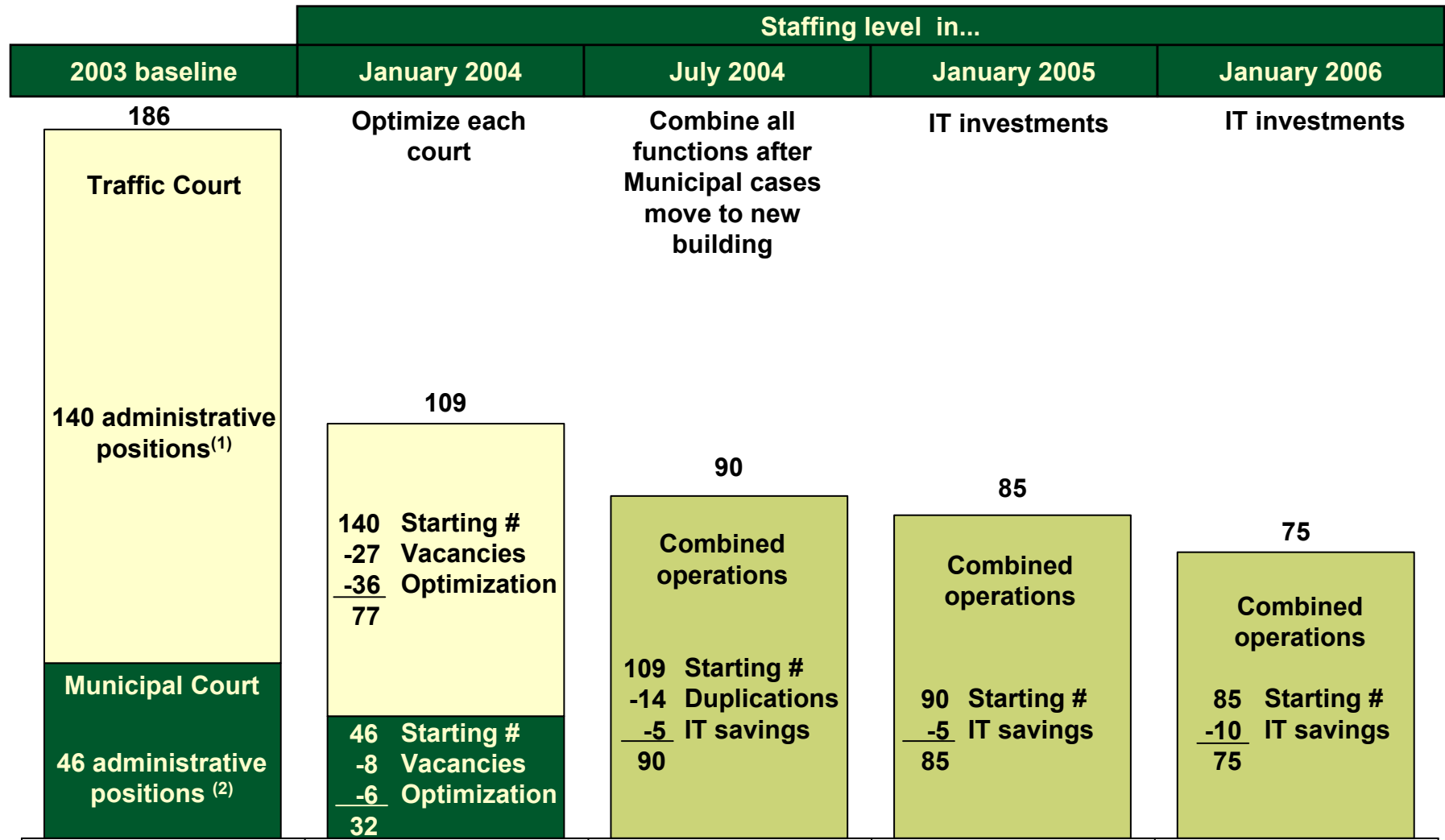


Proposed structure can be implemented regardless of the policy decision on the legal structure of the courts

(1) Will handle all jury and appeal functions
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RECOMMENDATION IS TO REDUCE ADMINISTRATIVE STAFF

Declines Over Three Years From 186 to 75 Positions



(1) Total staff is 198 – excludes 9 Judges, 22 pro hac positions, 9 clerks and 18 bailiffs. Of the 140 funded positions, 27 are vacant

(2) Total staff is 91 – excludes 9 Judges, 9 pro hac positions, 9 clerks and 18 bailiffs. Of the 46 funded positions, 8 are vacant

Note: Excludes outsourced staff savings of 14 security guards and 6 court reporters as well as 2 grant funded victim witness positions

Source: Municipal Court and Traffic Court data; City personnel and finance department data; BCG interviews; BCG estimates and analysis

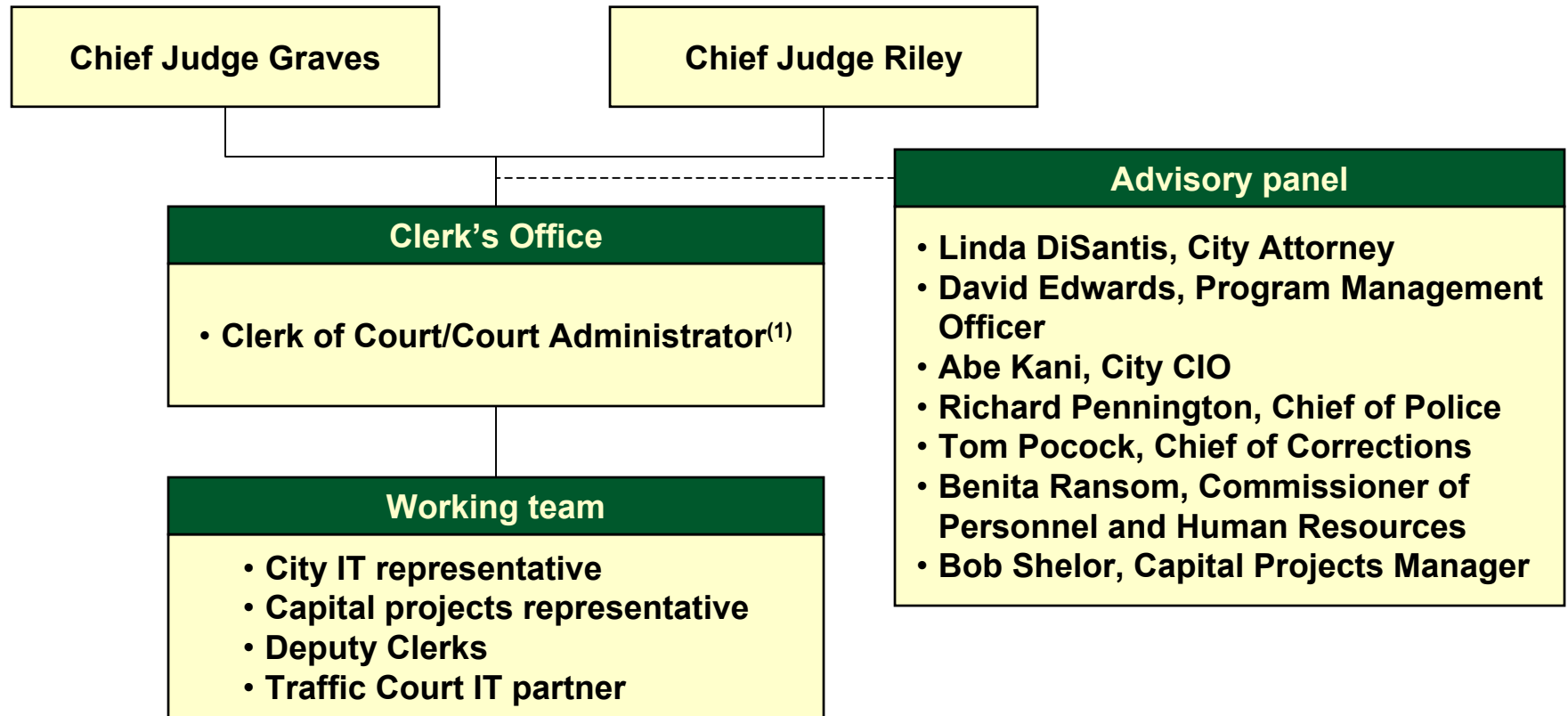
ESTIMATED COST SAVINGS

Sources of annual savings (\$M)	2004	2005	2006-forward
Optimizing Municipal Court operations	0.8	0.8	0.8
Optimizing Traffic Court operations ⁽¹⁾	3.7	3.7	3.7
Combining operations in one building	0.7	1.4	1.4
Savings from improved IT systems	0.1	0.5	0.9
Combining Solicitors' and Public Defenders' locations	0.3	0.3	0.3
Total savings	5.6	6.7	7.1
One time costs			
Incremental building costs	2.1	N/A	N/A
Investment in IT systems	1.2	2.0	N/A
NET ANNUAL SAVINGS TO ATLANTA	2.3	4.7	7.1

(1) Net of \$100K for additional police staff that may be needed in order assume the responsibility for Traffic Court warrants.

Source: Municipal Court and Traffic Court data; City personnel and finance department data; BCG interviews; BCG estimates and analysis

PROPOSED TRANSITION TEAM



(1) Abbreviated to 'Clerk of Court' in the rest of this document

TRANSITION PLAN OVERVIEW

Non-judicial staff

- Position of Clerk of Court of the combined operation should be jointly chosen by the Judges of both Municipal and Traffic court (as required by law) as soon as possible
- City HR department should submit a personnel paper for the revised organization based on zero based budgeting (for City Council approval before the end of the year)
- In order to retain the most qualified employees, the City should work with the Clerk of Court to create flexibility in filling positions in the redesigned organization from among all existing staff
- City should provide its usual level of assistance to unsuccessful candidates, e.g., outplacement assistance, right to apply for other jobs within City government for which they qualify, etc.
- Training program should be put in place to ensure that all employees are able to handle the new responsibilities that arise from the changes to the organization
- Communication with court staff on future staffing needs and related skills should occur early and often in order to reassure valued staff of their role in the future organization as well as to encourage other employees to seek the new skills that will be required

Facilities

- Traffic Court and combined Solicitors' office to occupy new building upon completion
- Municipal Court will continue to function in its current building until construction of the tunnel and other recommended building changes are complete (end of 2nd quarter 2004)
- Separate Public Defenders' offices to move into consolidated space by January 2004

PROPOSED RECOMMENDATIONS WILL IMPACT OTHER CITY FUNCTIONS

Impact of recommendations

Solicitors' and Public Defenders' Offices

Modify processes for receiving and preparing cases as a result of move to a paperless courtroom

- Currently done manually via paper citations

Department of Information Technology

Assume responsibility for the IT system at Traffic Court

- Currently support only Municipal Court

Plan for converting Municipal Court onto the Traffic Court IT system before the end of 2005

- Provide a single interface for paperless management of both types of cases

Plan for upgrading the IT systems of Solicitors' and Public Defenders' offices

- Ensure they have access to the appropriate systems to support a paperless courtroom

Police Department

Assume responsibility for serving Traffic Court warrants and for providing 24 hour call center support for outstanding traffic warrants through its existing Field Operations Division

- Currently handles both aspects for Municipal Court warrants

Department of Corrections

Assume responsibility for delivering all prisoners charged with traffic offenses to courtrooms

- Currently transports prisoners to Traffic Court but hand them over to security personnel

Continue first appearance hearings at the Atlanta Detention Center

- Traffic Court had planned to move all first appearance hearings to the new building

THREE ADDITIONAL POLICY ISSUES SURFACED DURING OUR WORK

Actions Should be Determined by the Mayor's Office

Pretrial services is currently funding six positions on loan to Fulton County as a result of the transfer of the magistrate function of Municipal Court

- **Original agreement was for the City to fund these positions for six months**
- **The City has funded these positions for all of 2003**
- **Turning over responsibility for these six positions to Fulton County would save the City ~\$250K per year**

Pretrial services is currently providing a valuable social service through its reunification program

- **Service is currently being provided out of the general pretrial operations budget**
- **City should consider increasing transparency of its funding for this service by creating a separate budget for this work**

Some degree of duplication exists between the functions of the two Solicitors' and the two Public Defenders' offices

- **City would have to make legislative changes to allow for the combination into a single Solicitors and a single Public Defenders organization**
- **Combination of these organizations can improve efficiency and potentially reduce the cost to the City of providing these crucial services by ~\$500K per year (excluding any reduction of attorney staff)**

**Financial impact of these potential decisions has
not been included in the analysis**

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OVERVIEW OF THE COURTS

Snapshot of Atlanta's current court system

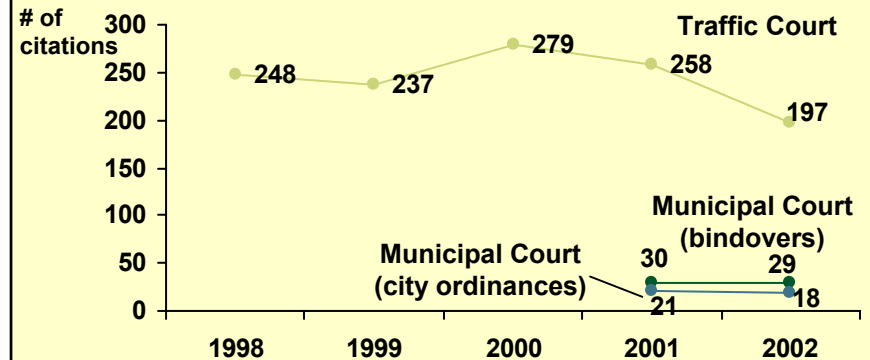
Over the past few years, the Atlanta court system has seen several changes

- From 1998 to 2002, the Atlanta court system budget grew by over 50%, despite a declining caseload
- Caseloads declined in early 2003, when the Mayor transferred magistrate function to Fulton County
- Since 2001, the cost of the Atlanta court system has exceeded the revenue generated

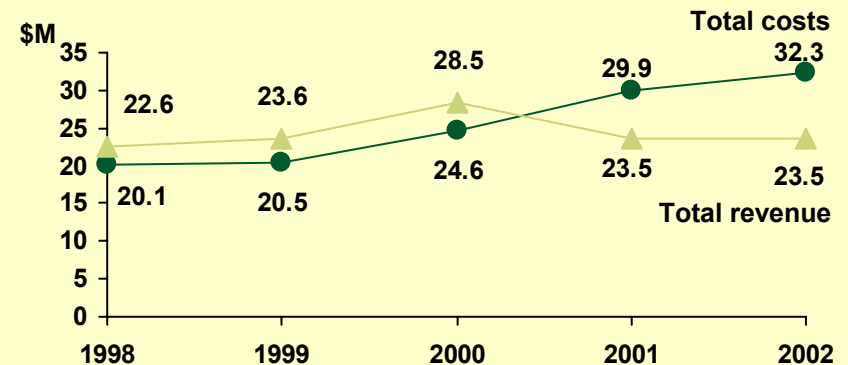
The courts have also invested in special initiatives to improve customer service levels and engage with the community

- **Municipal Court**
 - Atlanta Community Court
 - reunification program for offenders
 - time to pay program
- **Traffic Court**
 - teen education programs e.g., TLC, FYI
 - school programs e.g., Legal exploration day camp
 - first e-commerce court website in Georgia
 - alcohol and substance abuse services

Caseloads have declined over the past few years



Since 2001, costs⁽²⁾ exceed collections⁽³⁾



(1) Decline may be related to the shortage of police officers and therefore may not be permanent in nature

(2) Includes cost of Municipal and Traffic Courts, Pretrial services, both Solicitors' offices and both Public Defenders' offices

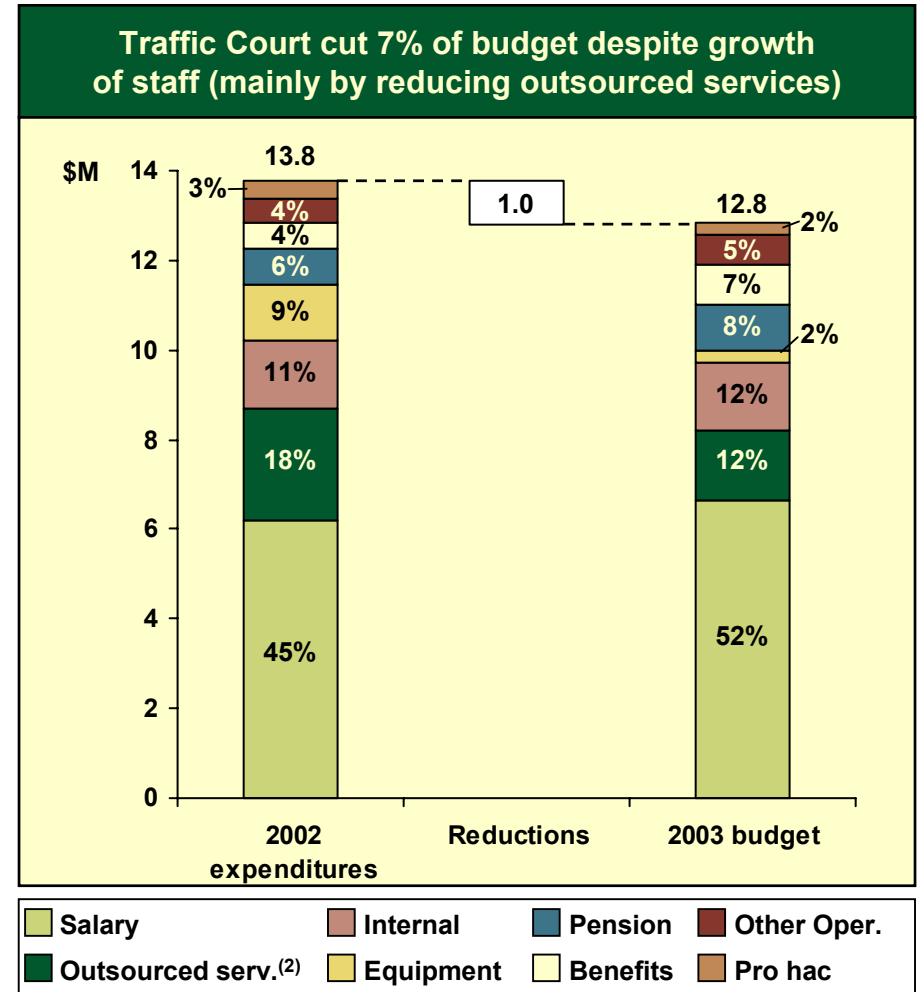
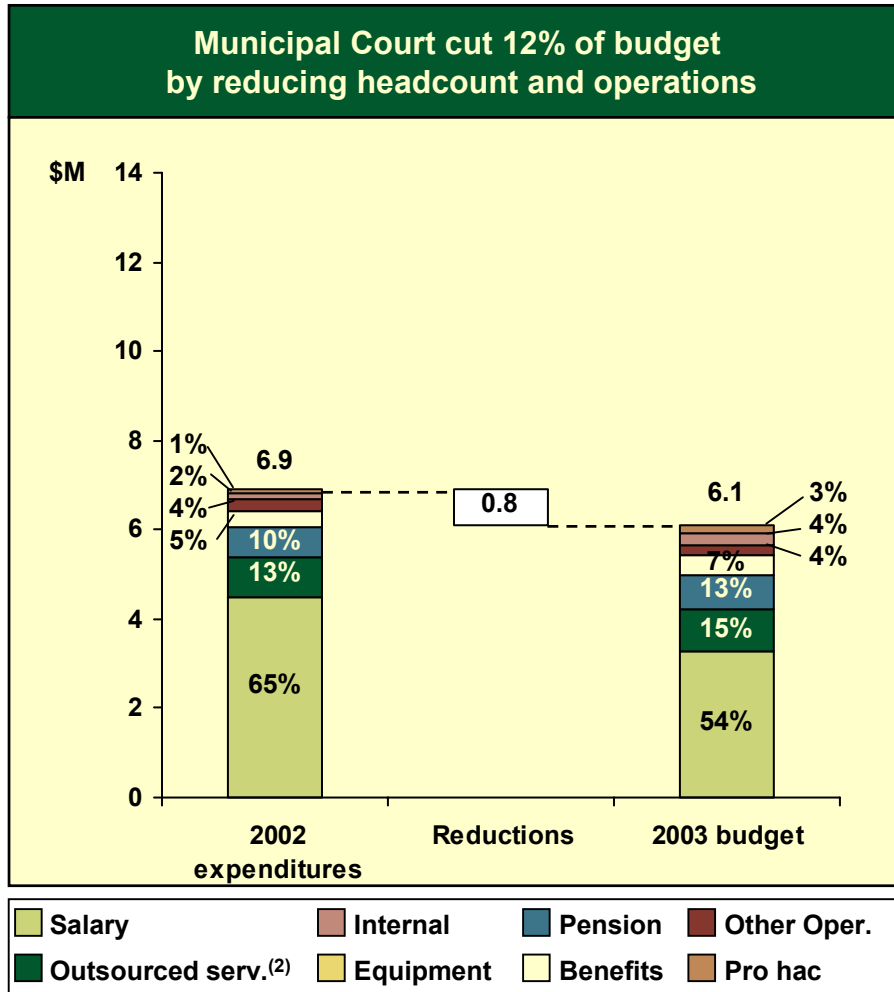
(3) Includes amounts that go to special purpose funds, e.g., victim witness assistance.

Note: Does not include expenditures related to financing and building new Traffic Court building

Source: Report of the Independent Review Panel; Municipal Court data; Traffic Court data; City Finance Department

BOTH COURTS HAD SOME BUDGET REDUCTION IN 2003

Cost Baseline for Merger



(1) Municipal Court spent <\$7K on pro hacs through June of 2003

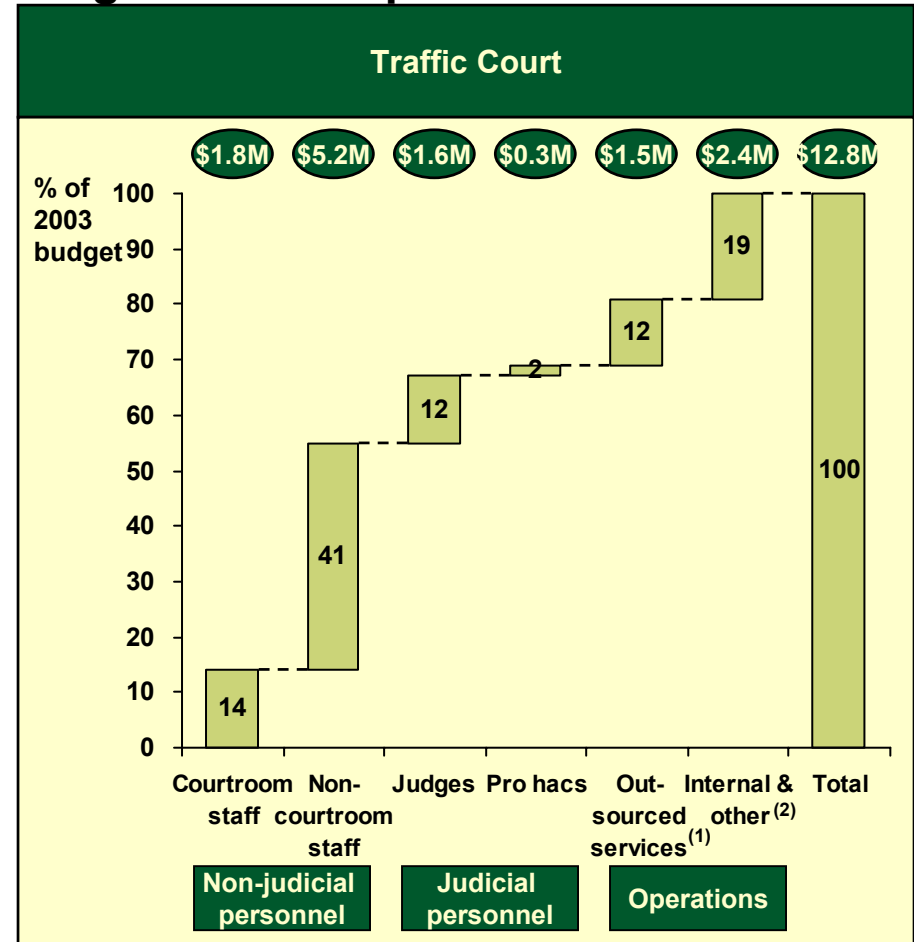
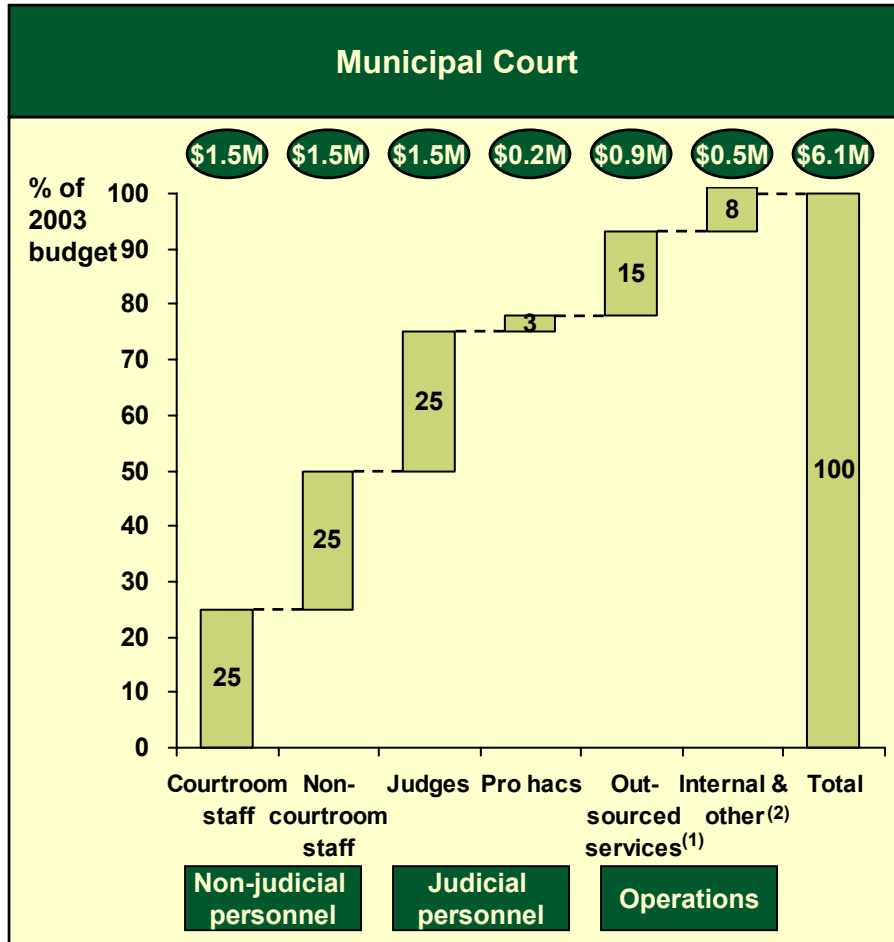
(2) Includes security, court reporters, court appointed attorneys, and IT

Note: Data current as of August 1, 2003

Source: City of Atlanta finance department and personnel; Municipal Court and Traffic Court finance data; City personnel department data

NON JUDICIAL PERSONNEL COMPRISE ABOUT HALF OF COST STRUCTURE OF BOTH COURTS

Smaller Staff Drives Lower Budget at Municipal Court



(1) Outsourced services includes service, repairs, maintenance and consulting services budget line items

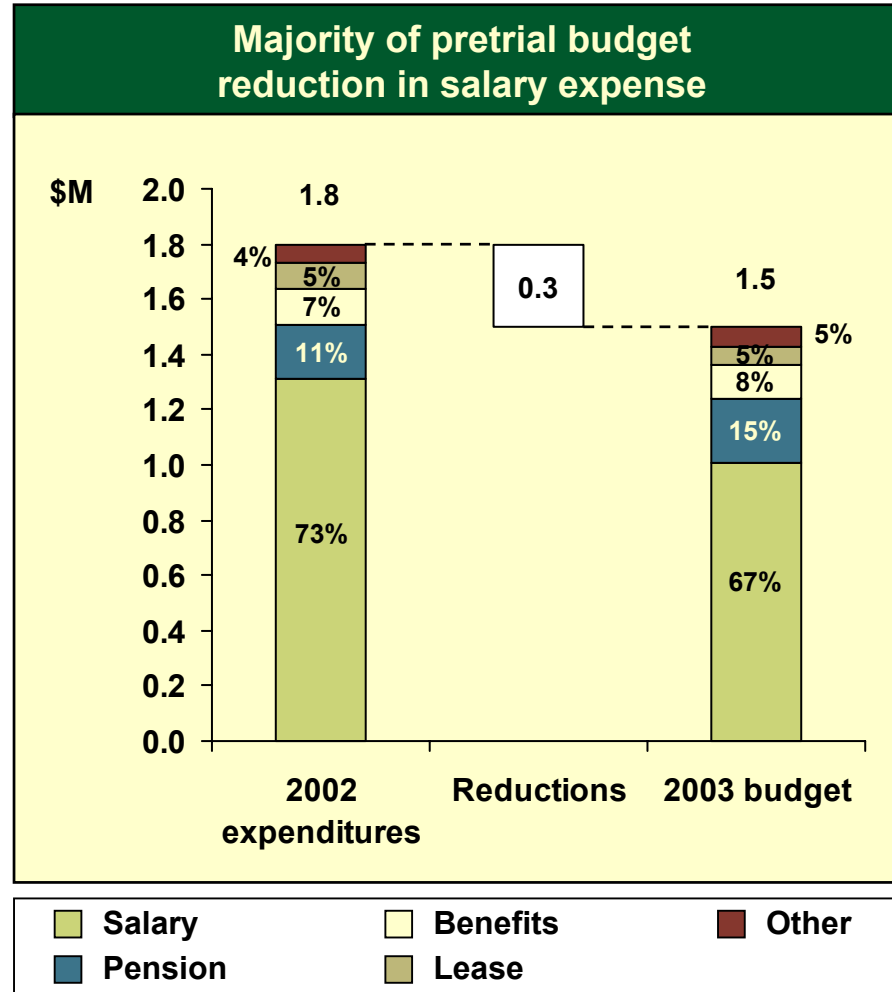
(2) Internal & other includes all other operations line items including "X5XXX" internal charge line items

Note: Data current as of August 1, 2003; #s may not add to 100 due to rounding

Source: City of Atlanta finance department and personnel; Municipal Court and Traffic Court finance data; City personnel department data; BCG analysis

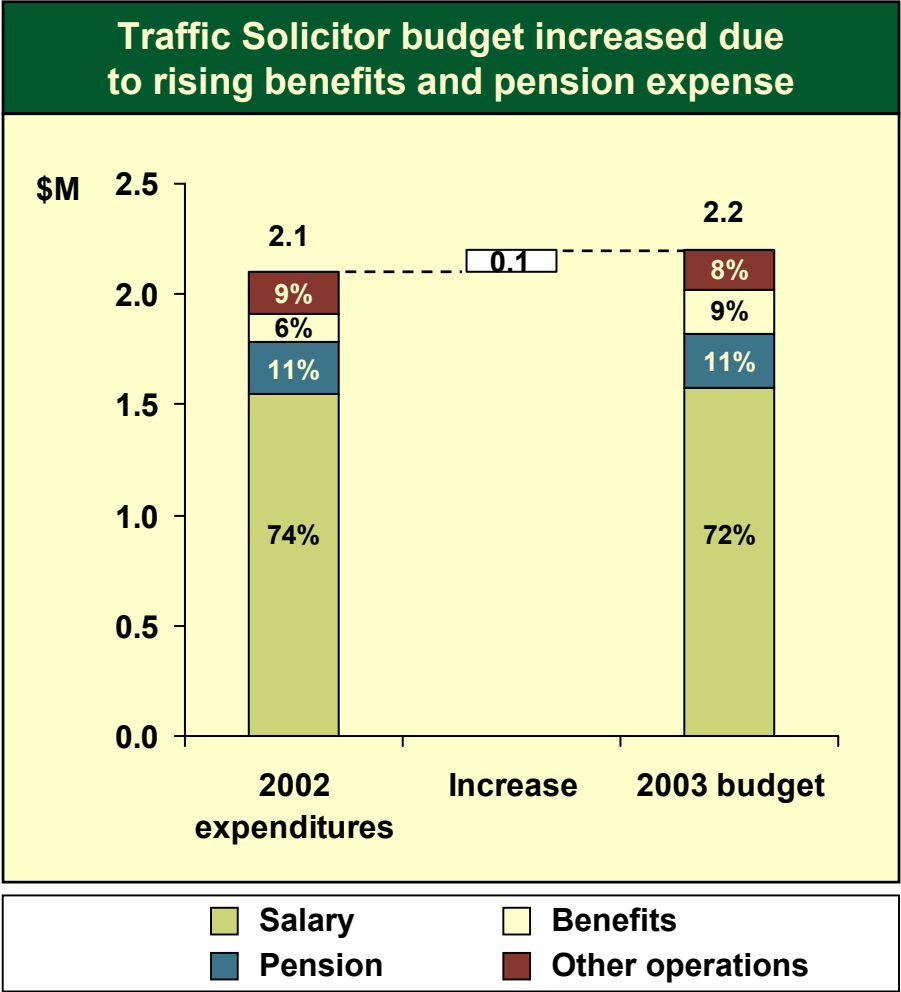
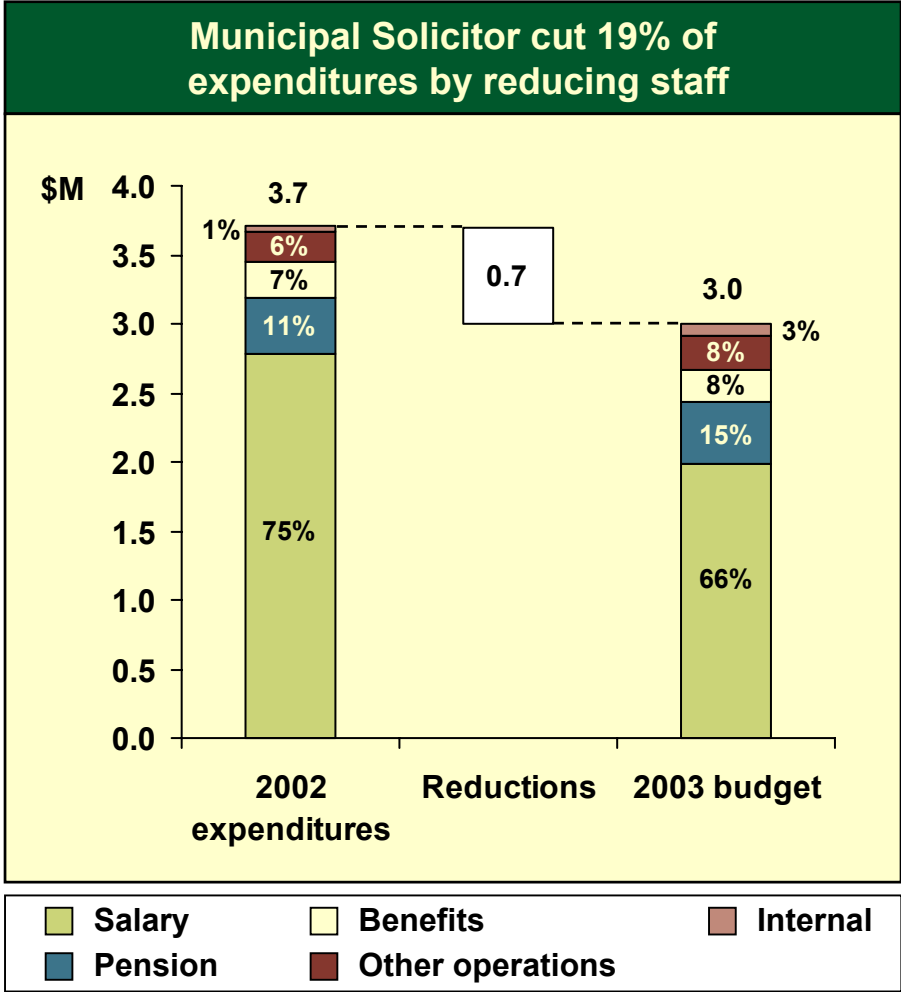
MUNICIPAL COURT PRETRIAL SERVICES CUT ITS BUDGET BY 15%

Traffic Court Has Pretrial Positions On Court Staff



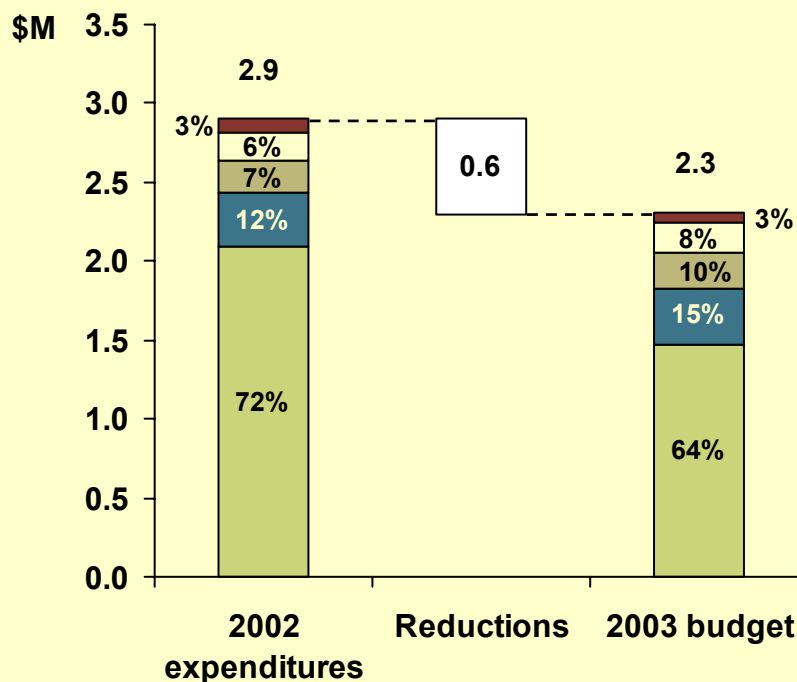
SOLICITORS' BUDGETS HAVE BECOME MORE CLOSELY ALIGNED

Municipal Court Solicitor Mandated to Cut 25% In 2003 Budget



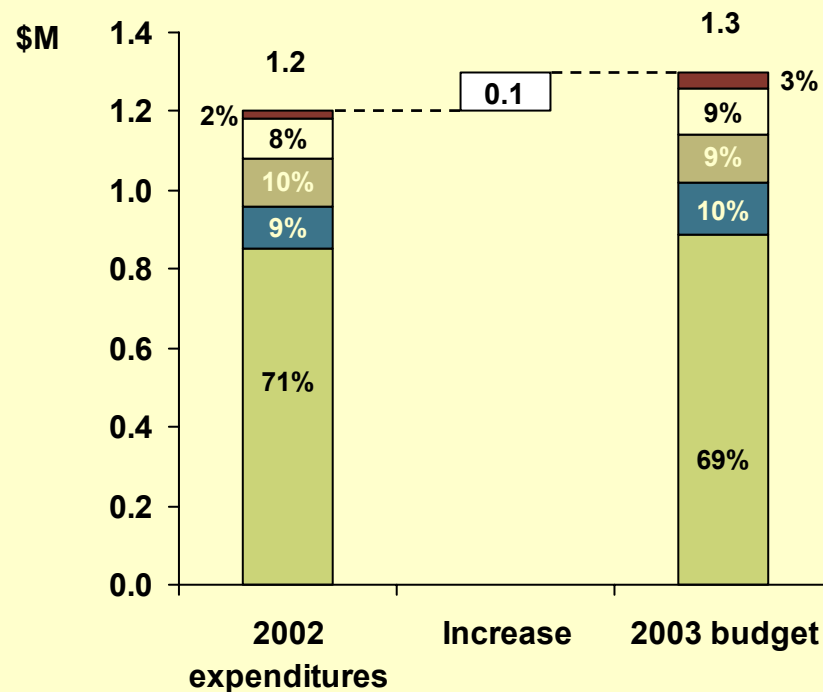
MUNICIPAL COURT PUBLIC DEFENDERS' OFFICE IS LARGER BUT HAS BEEN REDUCING STAFF

**Municipal Public Defender
reduced expense by 21%**



Salary
Pension
Lease
Benefits
Other

**Traffic Public Defender reduced budget in 2002,
expenses flat in 2003**



Salary
Pension
Lease
Benefits
Other

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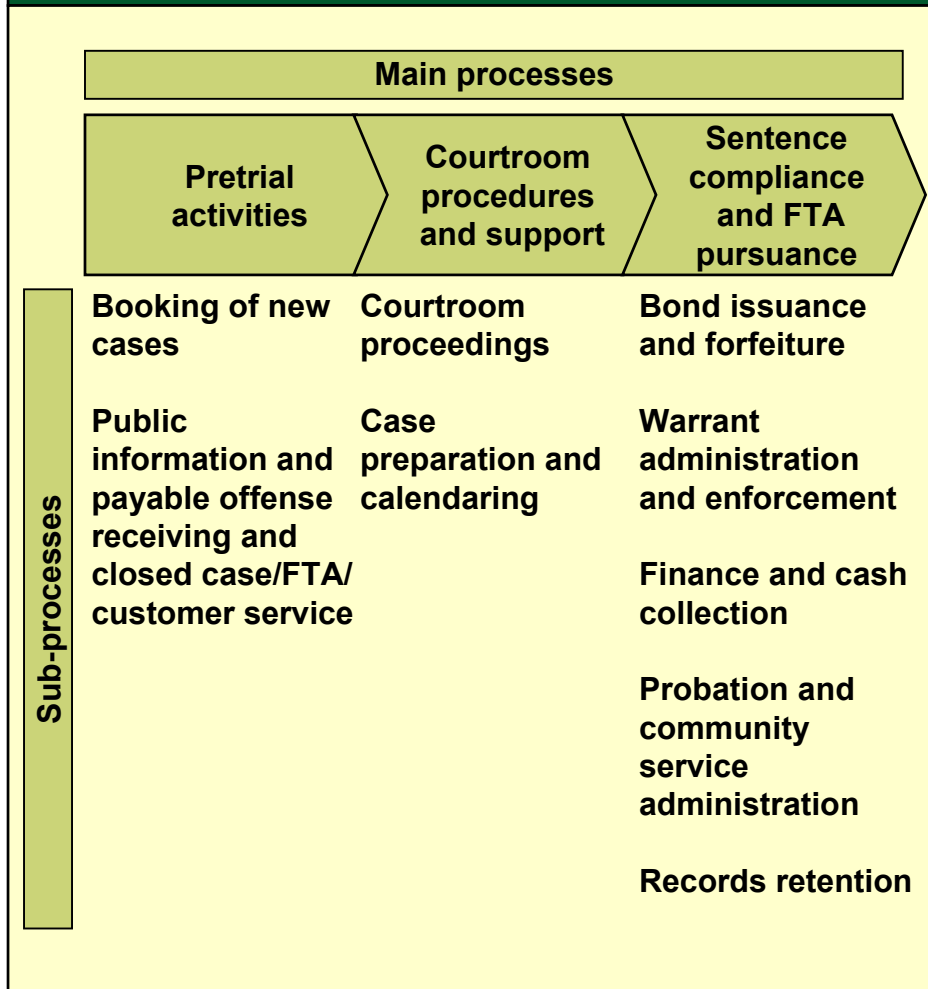
Section 5: Facilities recommendations

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DETAILED REVIEW OF THE CURRENT PROCESSES LED TO IDENTIFICATION OF OPPORTUNITIES FOR IMPROVEMENT

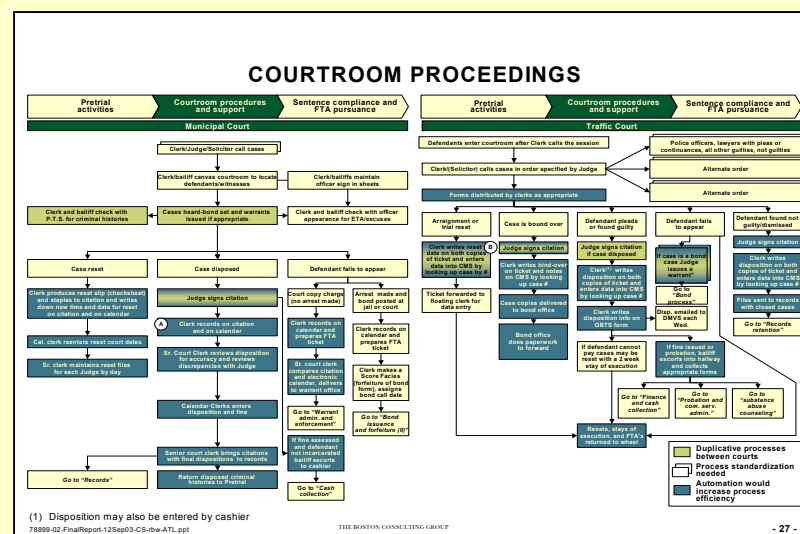
Processes at both courts were reviewed in detail



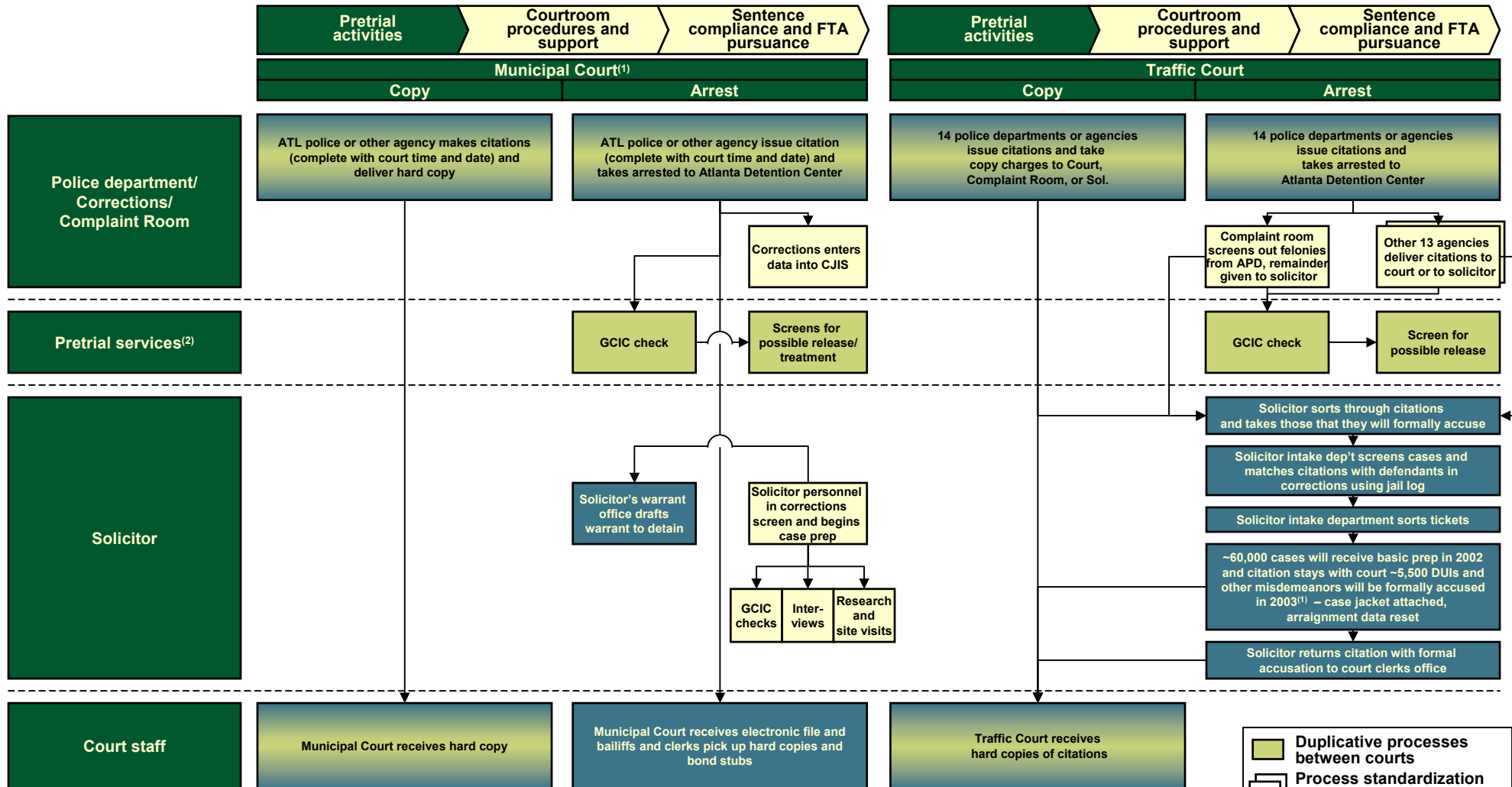
Analysis revealed three key areas of opportunity

1. Optimize existing administrative functions in each court
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Sample process map



BOOKING

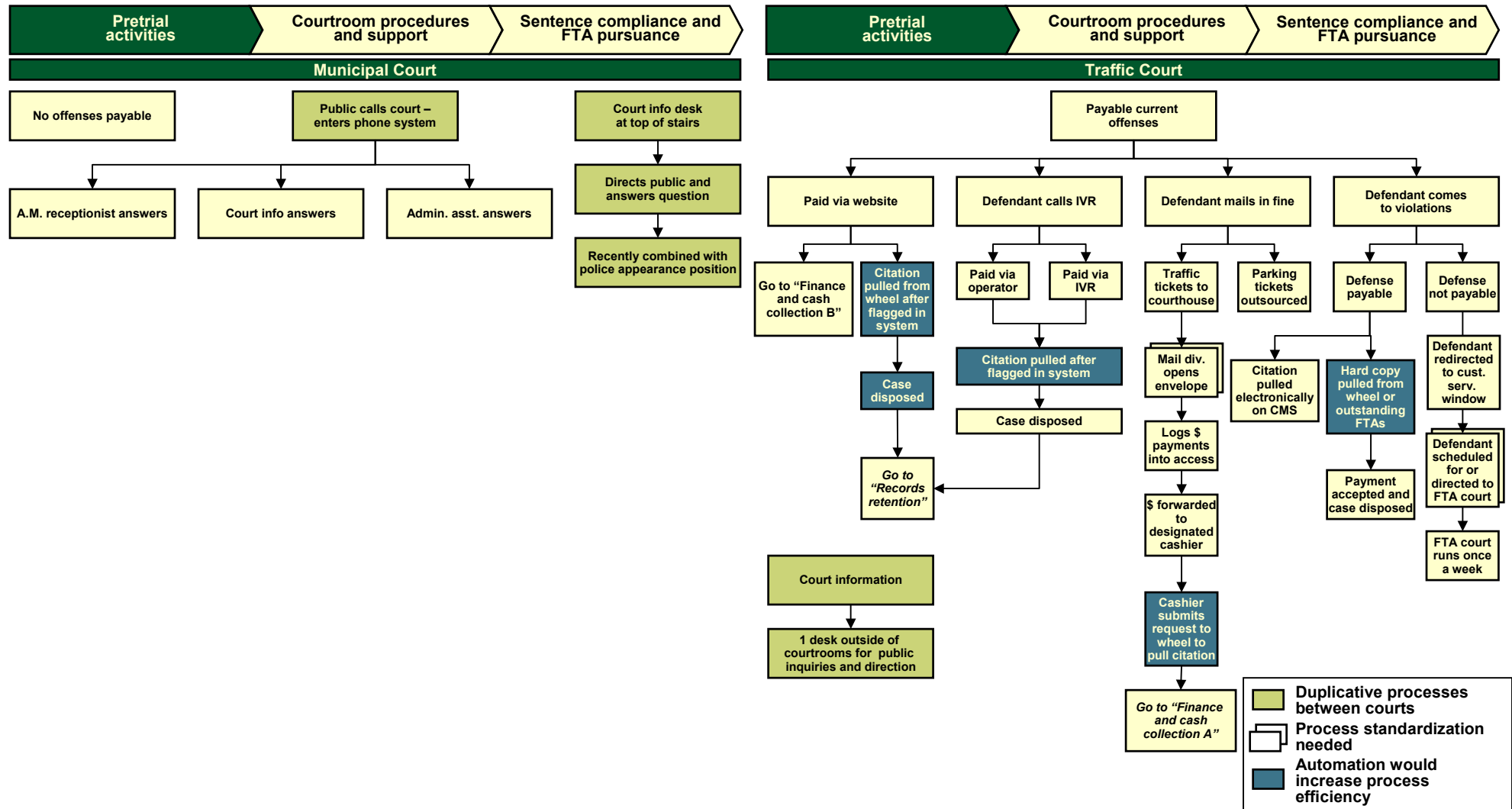


(1) Flow represents weekdays only, process slightly differs on weekends

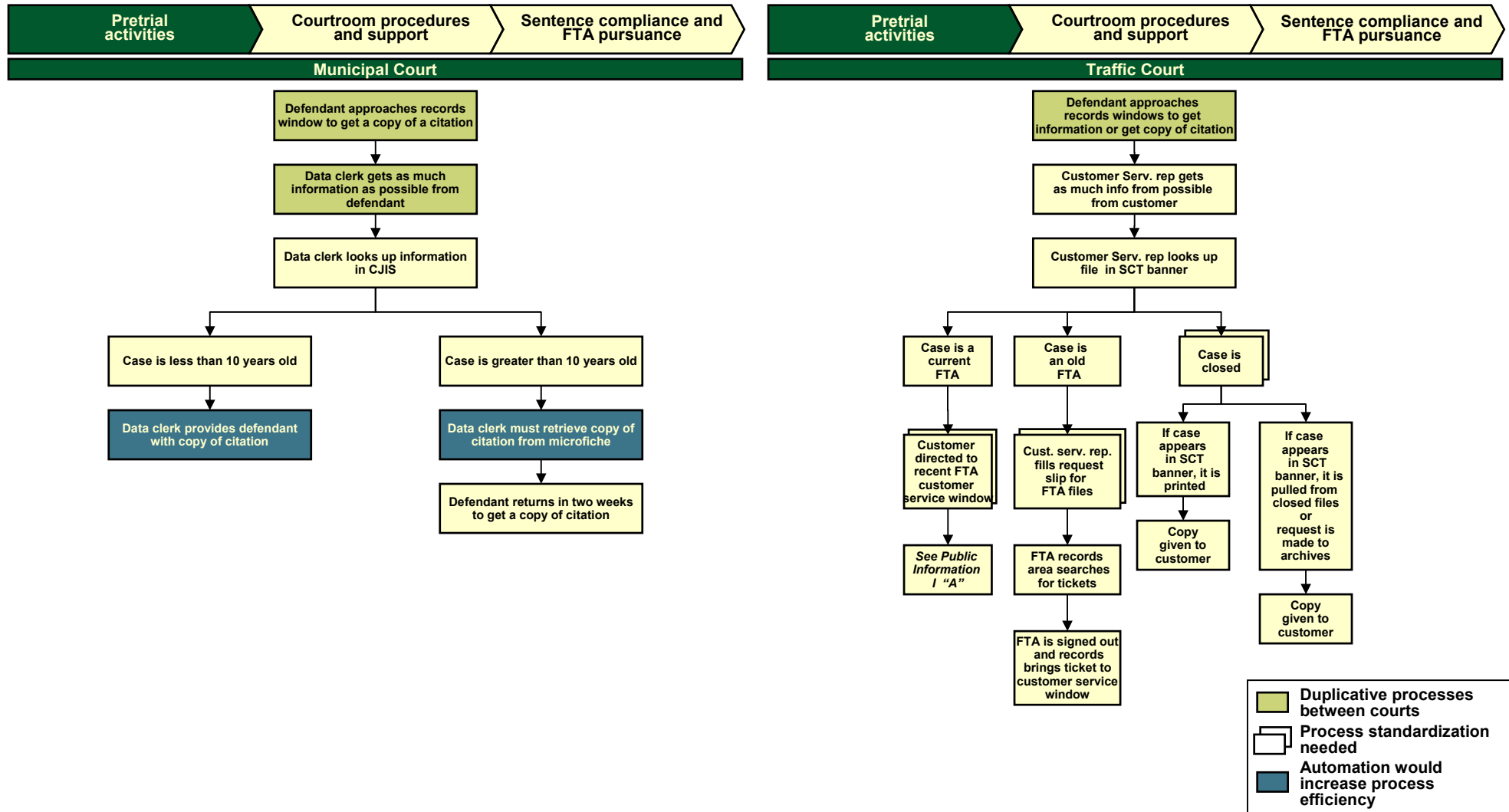
(2) Traffic Court has an internal release program staff

(3) Future automation may allow police to enter data upon arrest while on duty; Municipal Court adoption of Traffic Court technology will allow citations to be scanned

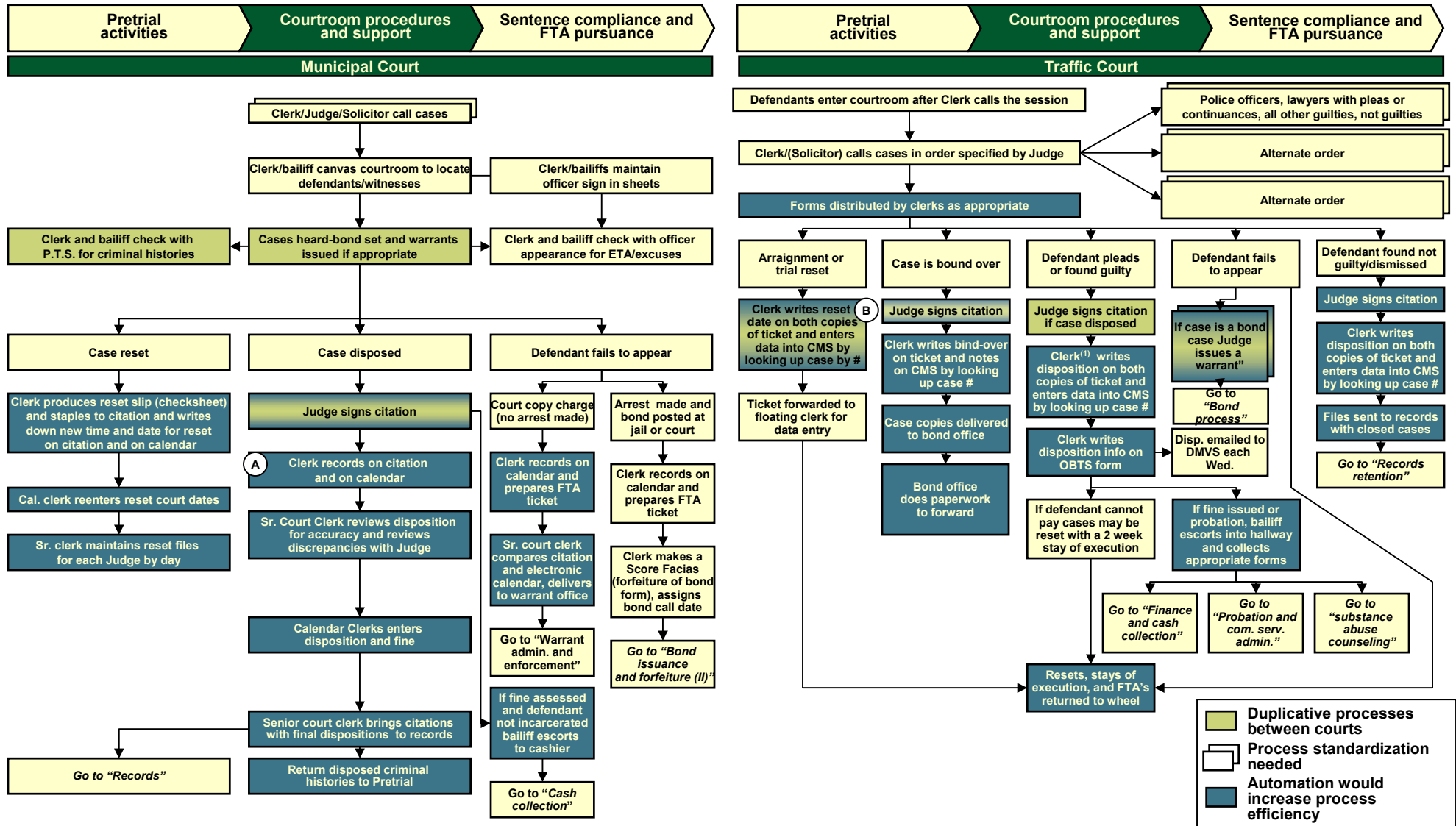
PUBLIC INFORMATION, PAYABLE OFFENSE RECEIVING AND CLOSED CASE/FTA CUSTOMER SERVICE (I)



PUBLIC INFORMATION, PAYABLE OFFENSE RECEIVING AND CLOSED CASE/FTA CUSTOMER SERVICE (II)

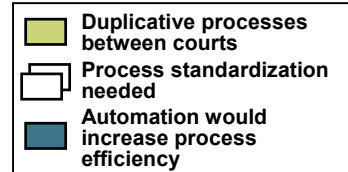
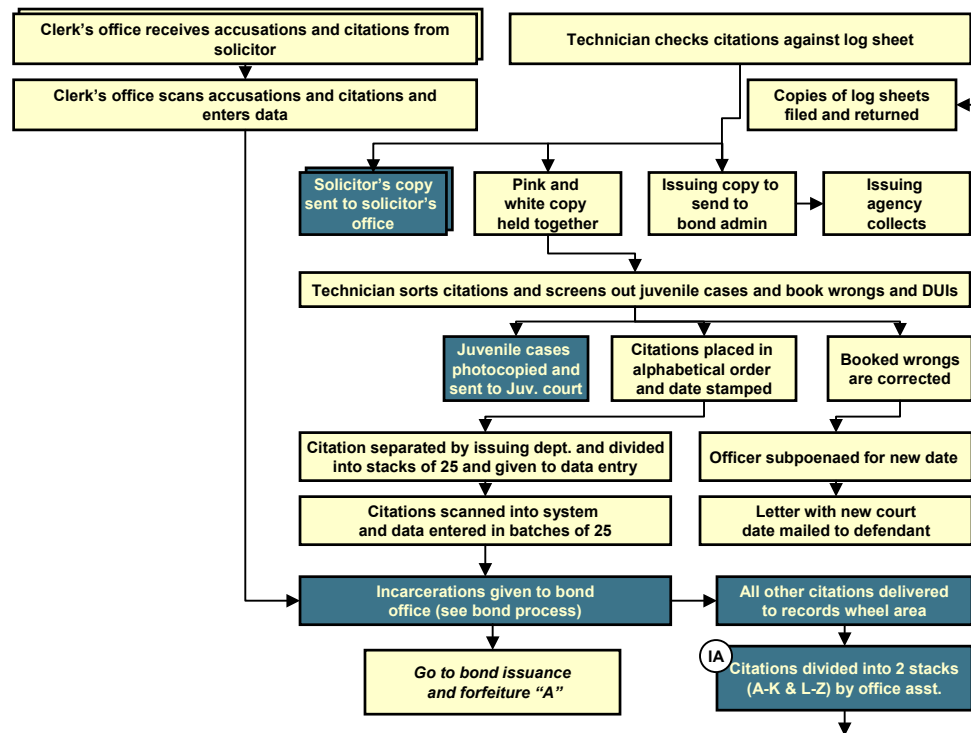
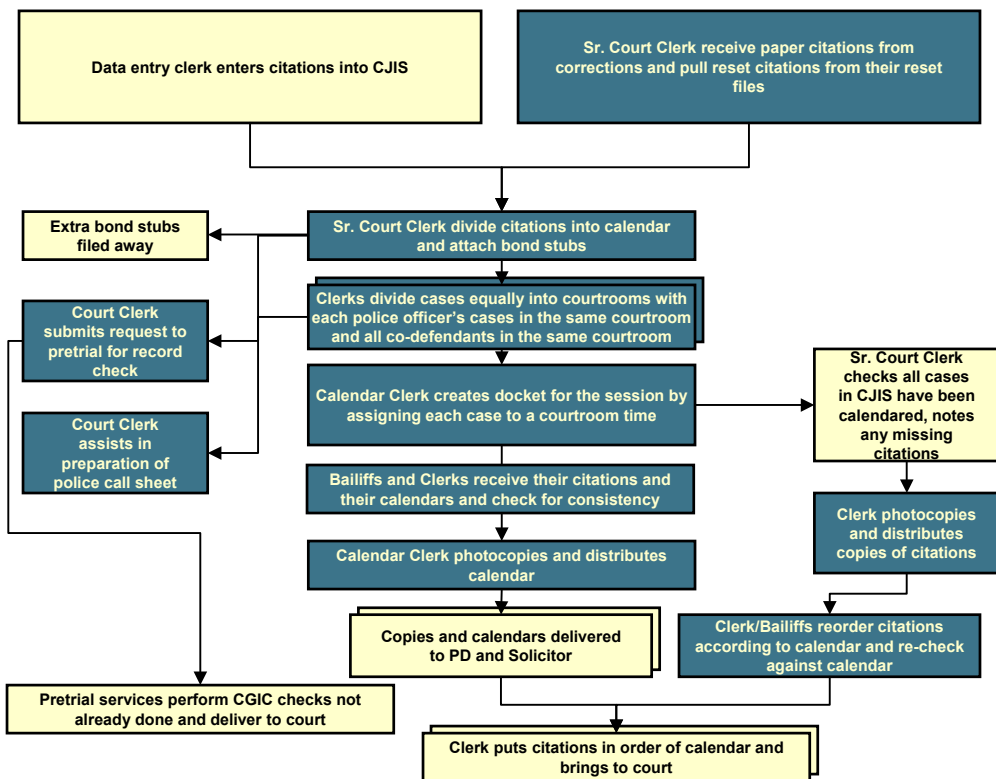


COURTROOM PROCEEDINGS

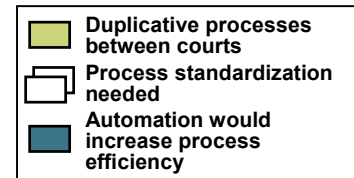
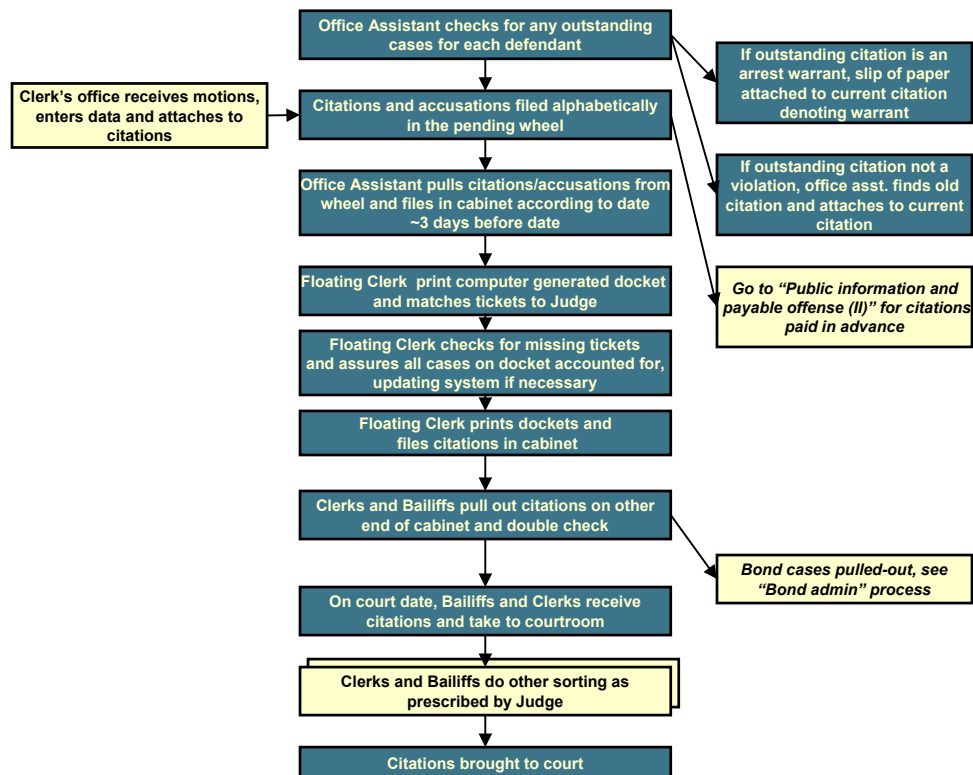


(1) Disposition may also be entered by cashier

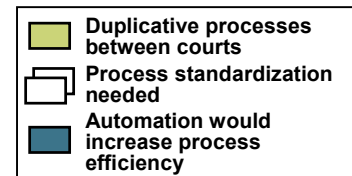
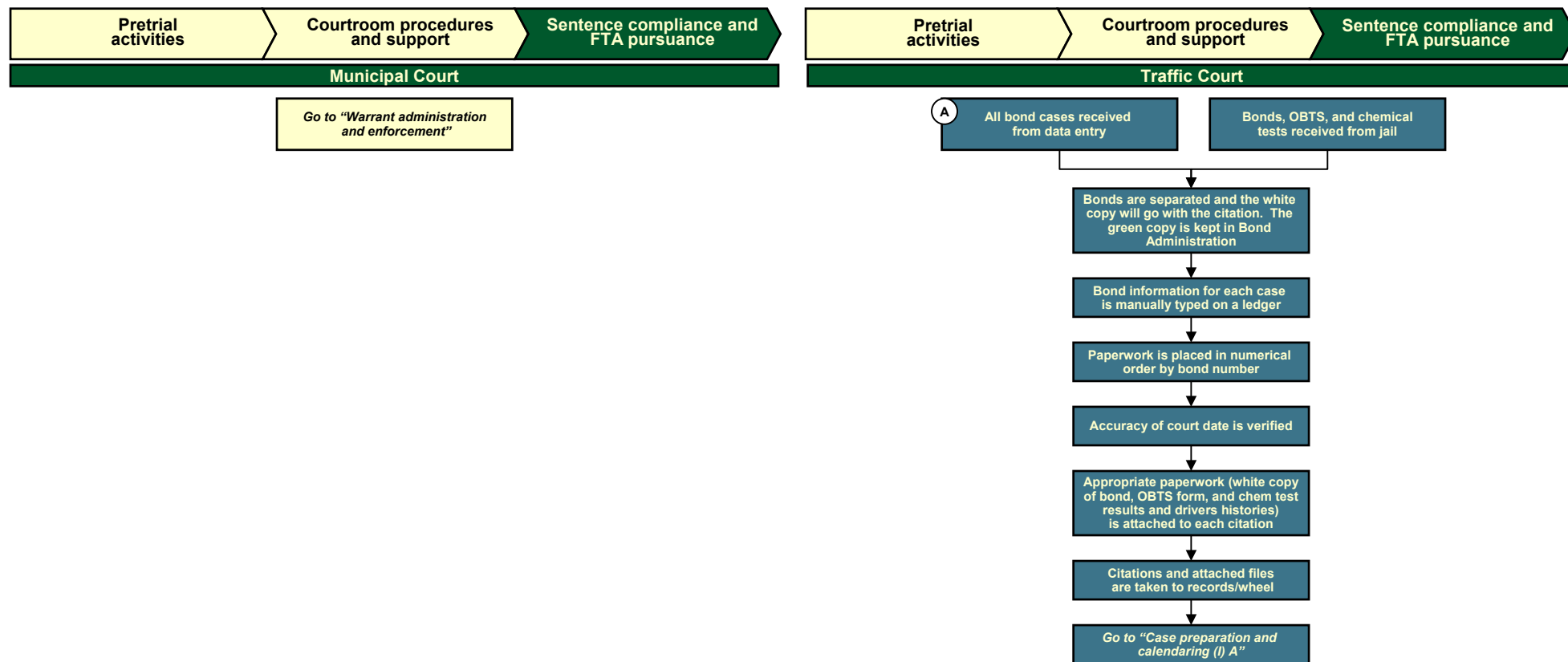
CASE PREPARATION AND CALENDARING (I)



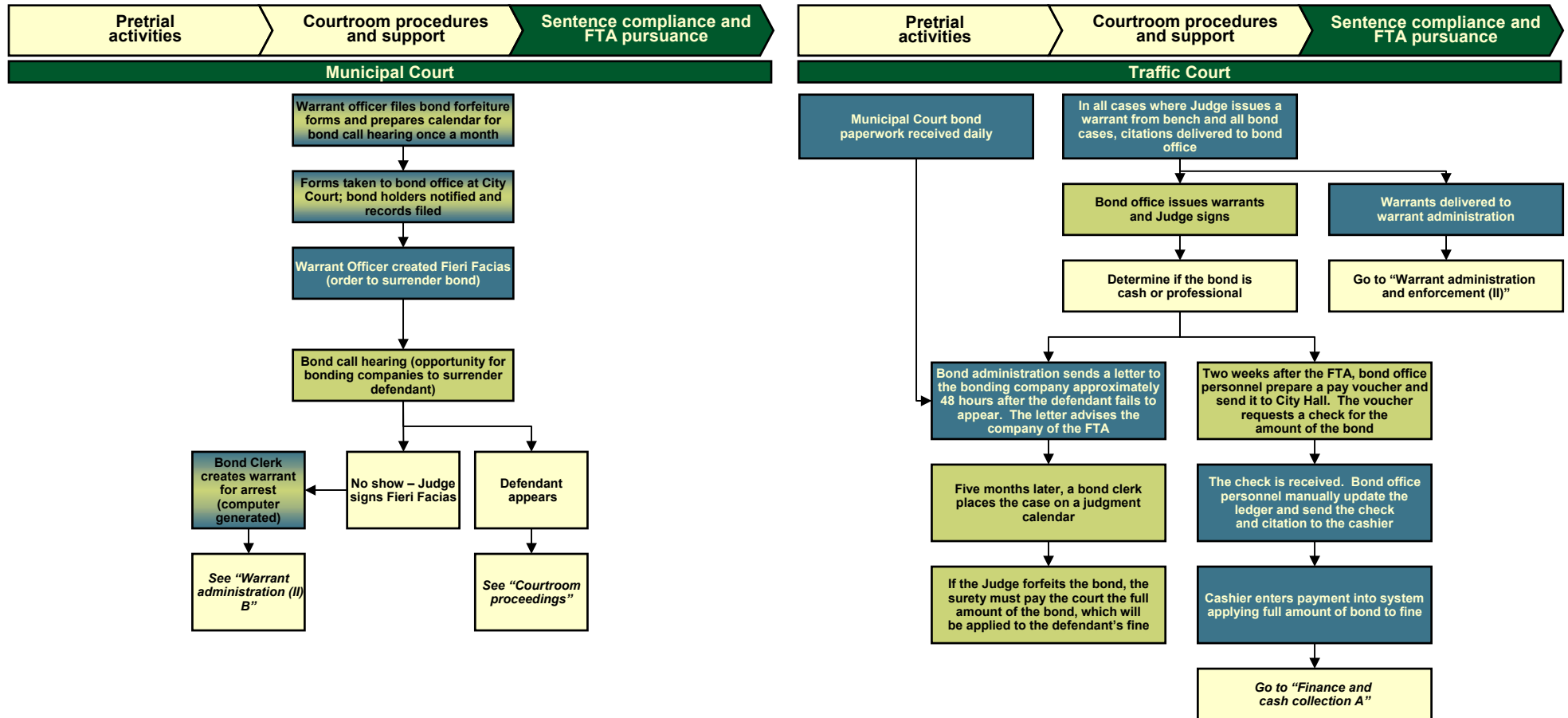
CASE PREPARATION AND CALENDARING (II)



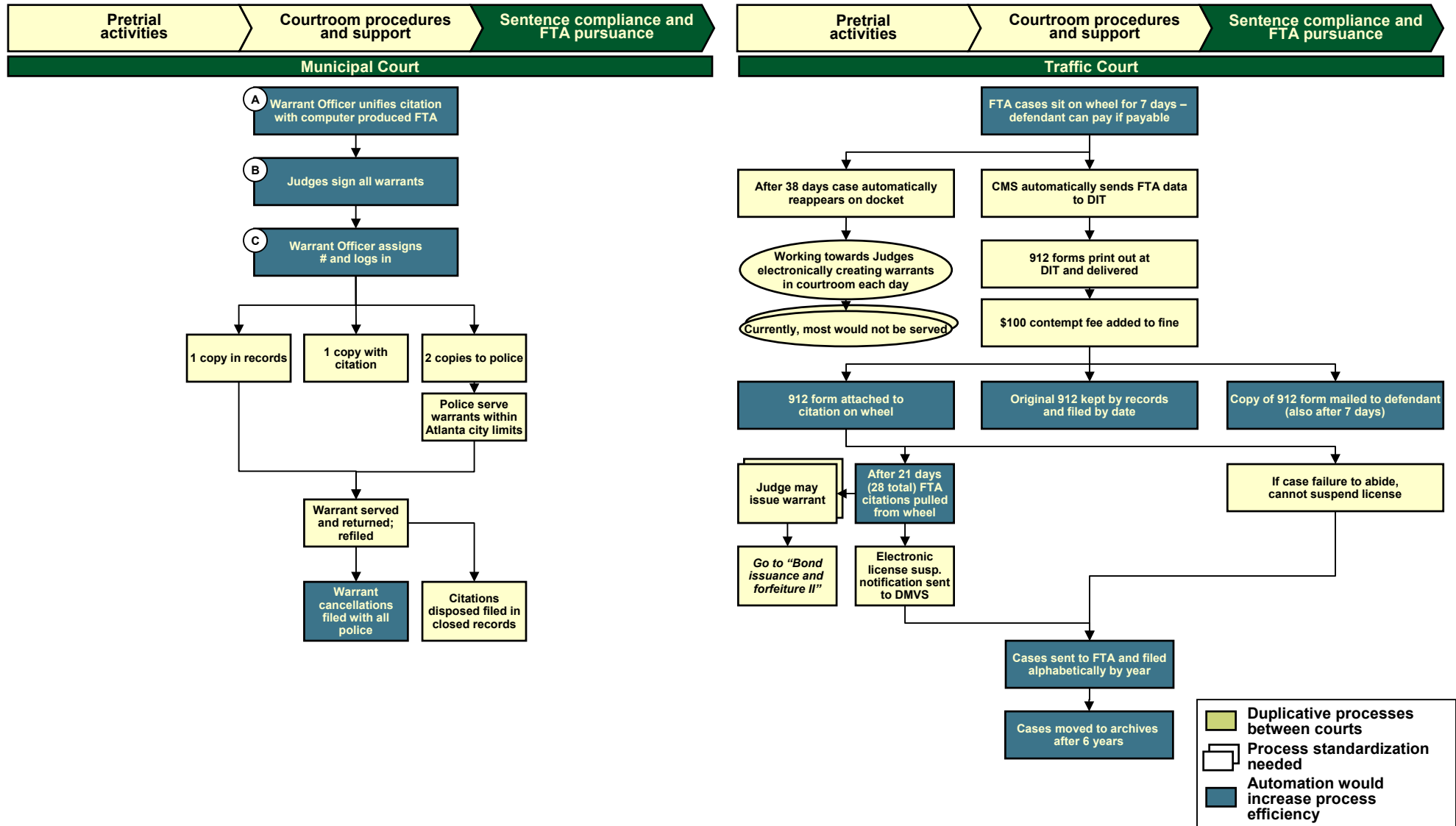
BOND ISSUANCE AND FORFEITURE (I)



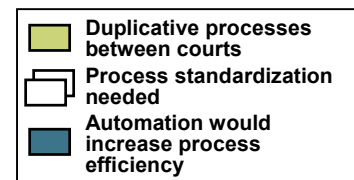
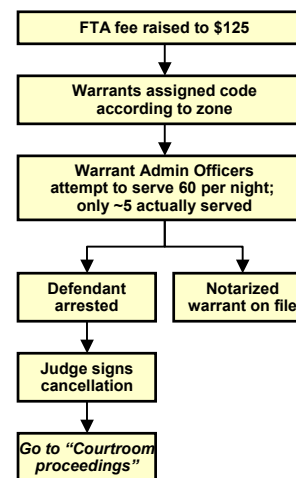
BOND ISSUANCE AND FORFEITURE (II)



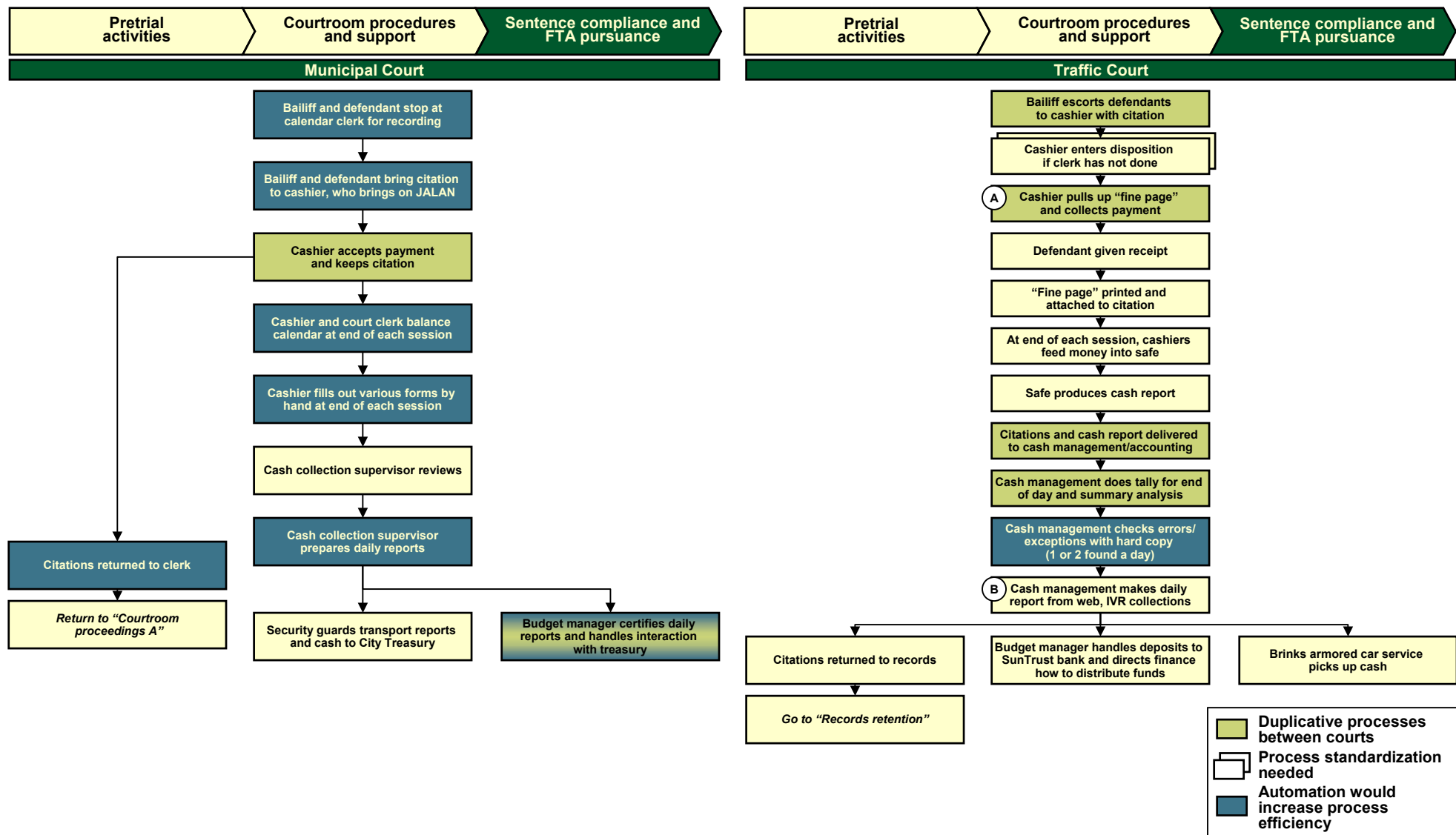
WARRANT ADMINISTRATION AND ENFORCEMENT (I)



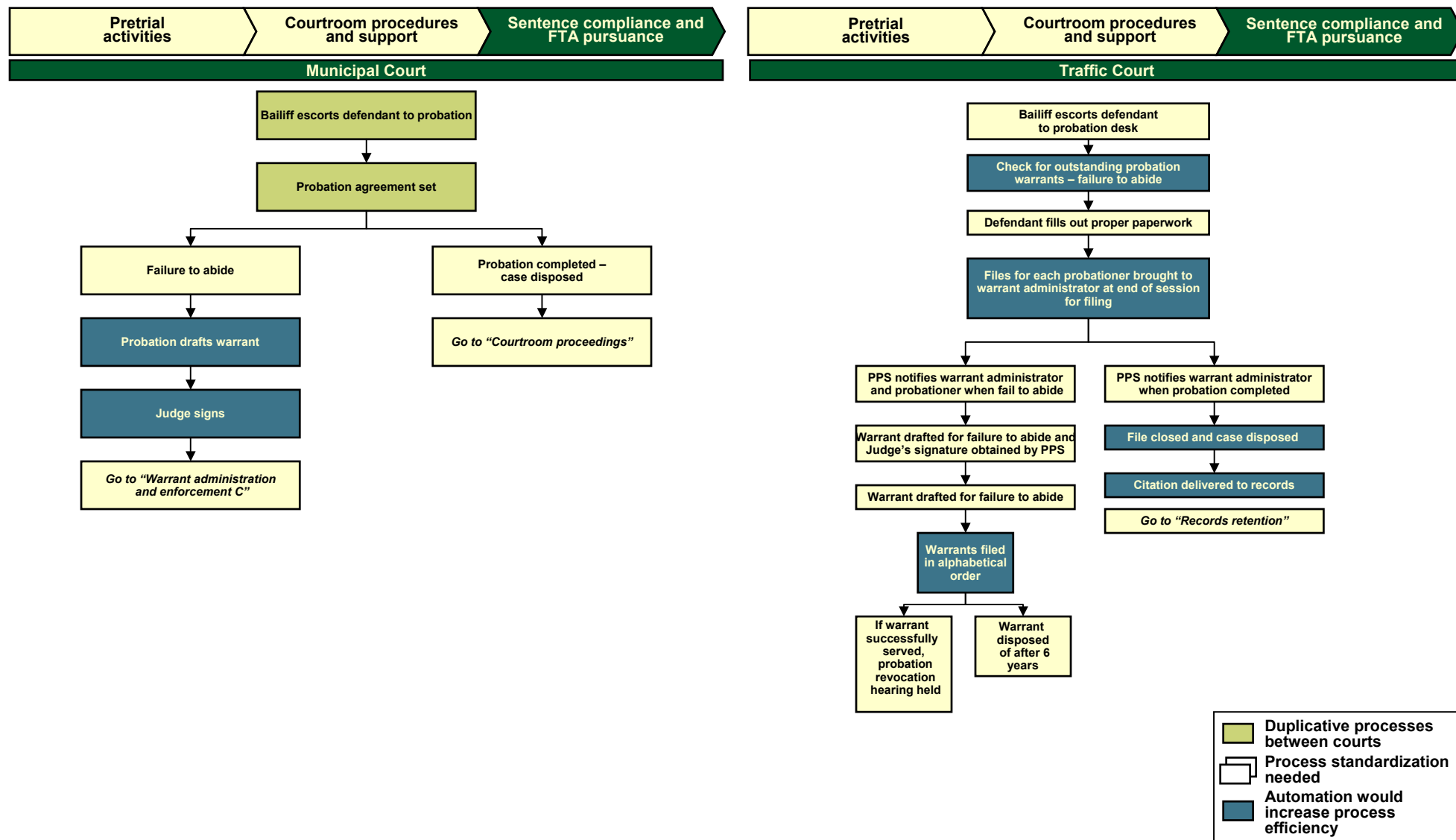
WARRANT ADMINISTRATION AND ENFORCEMENT (II)



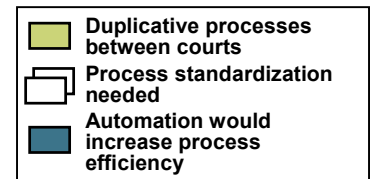
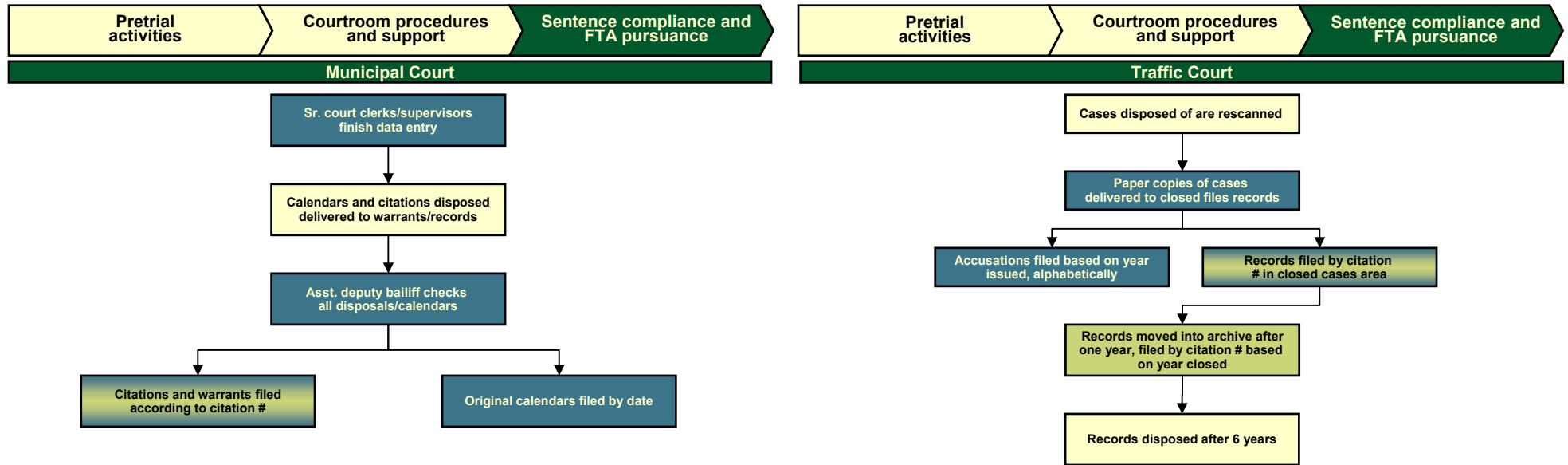
FINANCE AND CASH COLLECTION



PROBATION AND COMMUNITY SERVICE ADMINISTRATION



RECORDS RETENTION



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SUMMARY BENCHMARKING FINDINGS

Benchmarks indicated significant potential to reduce noncourtroom staffing to bring into line with in state and out of state reference points

Level of cases settled in Atlanta's Violation Bureau could be increased significantly (as compared to other court systems)

- **Would reduce court workload and provide better service to the public**

Atlanta Courts take longer to dispose of cases than suggested standards

- **Findings indicate an opportunity to reduce time to disposition**

BENCHMARKING WAS BASED ON SURVEY DATA AND EXTERNAL RESEARCH...

State of Georgia	United States	Reference Documents
<p>Selection criteria</p> <ul style="list-style-type: none"> • Top 10 cities based on 2002 estimated population and availability of courtroom statistics <p>Data collected</p> <ul style="list-style-type: none"> • Columbus • Savannah • Athens • Smyrna • Cobb County • Marietta 	<p>Selection criteria</p> <ul style="list-style-type: none"> • Comparable population and crime rates⁽¹⁾ • Courts of limited jurisdiction • Excluded states with unified systems <p>Data collected</p> <ul style="list-style-type: none"> • New Orleans • Kansas City • Oklahoma City • Milwaukee • Seattle • Miami-Dade • Austin 	<p>National Center for State Courts</p> <ul style="list-style-type: none"> • Assessing the Need for Judges and Court Support Staff, 1996 • Workload Assessment Model for the Georgia State Court, 2001 <p>Also spoke to several unified courts about their experiences</p> <ul style="list-style-type: none"> • Missouri • California • New York

(1) U.S. Census population estimates for 2002; FBI, Uniform Crime Reports, Jan-Dec 2002

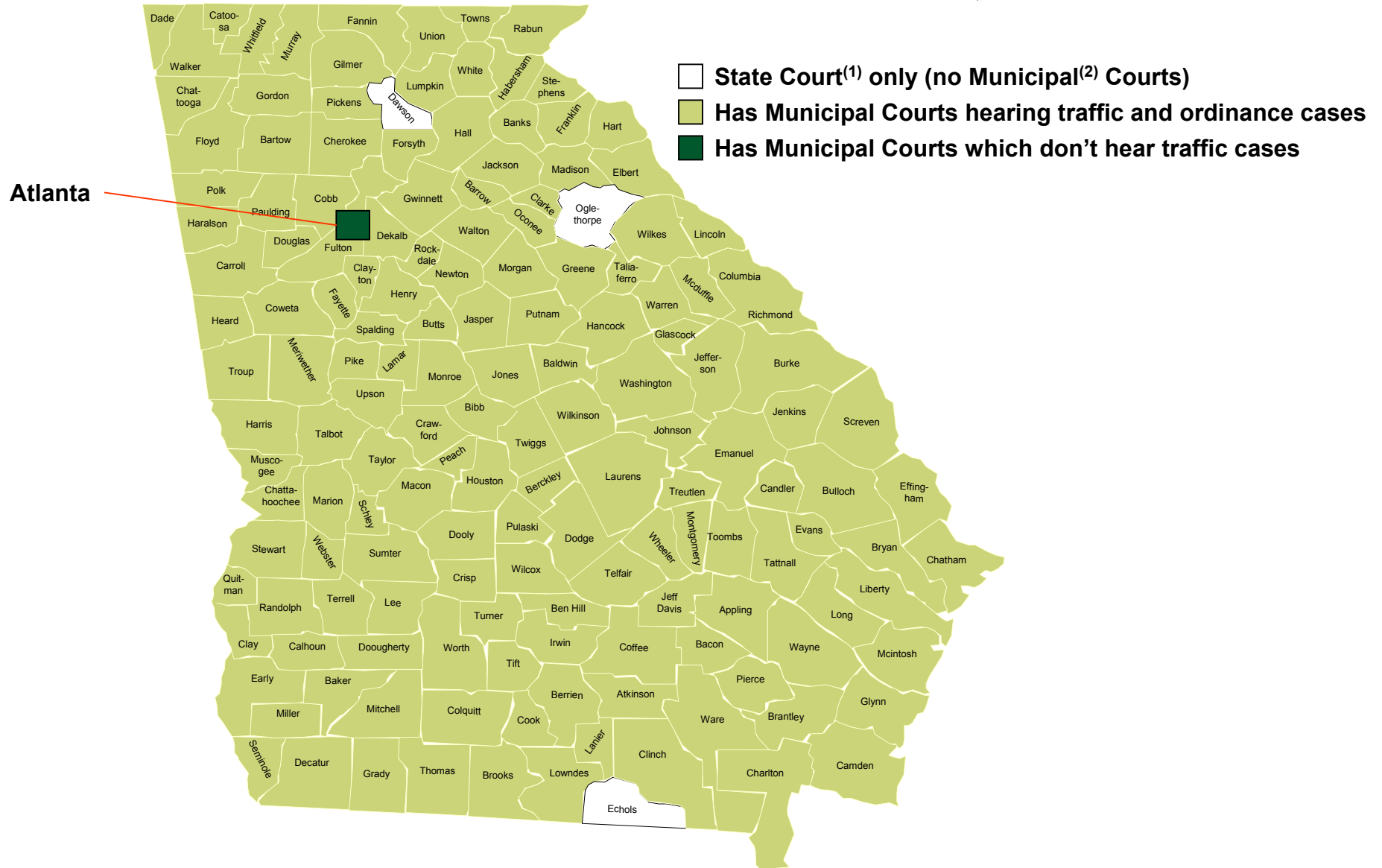
... SUPPLEMENTED BY EXTERNAL INTERVIEWS, WHICH YIELDED VALUABLE INSIGHTS

	Who	Key findings
National Center for State Courts (NCSC)	• Dr. Brian Ostrom (Senior Research Associate)	• Guidance on appropriate benchmarks for municipal courts • Identified relevant research/contacts
	• Heidi Green (Senior Consultant)	• Success factors for Judges and administrative staff to work well together • Don't necessarily need Judges for minor matters
	• Chang-Ming Yeh	• Guidance on space requirements for courts of limited jurisdiction • Facilities implications of merging the Traffic and Municipal Courts
Missouri Courts	• Jerry A. Moyer (Barton County Circuit Clerk)	• Importance of training to raise skill levels to cope with new processes • Assignment of support staff to courtrooms instead of Judges • Importance of frequent communication
California Courts	• Richard Schauffler (Manager, Center for Court Research)	• Metrics on staffing and case disposal • Importance of 'bottom-up' process re-engineering • Identified relevant contacts for getting data
New York Courts	• Bruna DiBiase (Exec. Asst. to Deputy Chief Administrative Judge)	• Importance of coordination across court, Solicitor and Public Defender offices, especially with respect to scheduling
	• Scott Murphy (Researcher, Office of State Courts)	• Differences in staffing standards according to complexity of caseload

EXTERNAL INTERVIEWS WITH CLERK OF COURT OR COURT ADMINISTRATORS IN GEORGIA

	Interviewee	City	Date
Georgia courts	Edward Brown	Columbus	Completed 8/4
	Brian Hart	Savannah	Completed 7/29
	Mary Hamby	Athens	Completed 7/21
	Karen Frickle	Smyrna	Completed 7/28
	Jim Hawkins	Cobb County	Completed 8/20
	Pamela Allen	Marietta	Completed 8/11
Other U.S. courts	Christian Comarda	New Orleans	Completed 8/4
	Kevin Day	Kansas City	Completed 8/4
	Gayleen Keeton	Oklahoma City	Completed 8/7
	Kristine Hinrichs	Milwaukee	Completed 7/31
	Rebecca Stark	Austin	Completed 8/4
	Ricky Schechtman	Miami-Dade	Completed 8/20
	Yolande Williams	Seattle	Completed 8/7

ATLANTA'S DUAL CITY COURTS ARE UNIQUE IN GEORGIA



(1) In some counties, State Courts hear traffic offenses but Magistrate Courts can hear ordinance violations

(2) Also called Recorders Courts in some counties

Source: Administrative Office of the Courts, BCG analysis

CONTEXT FOR BENCHMARKING DATA

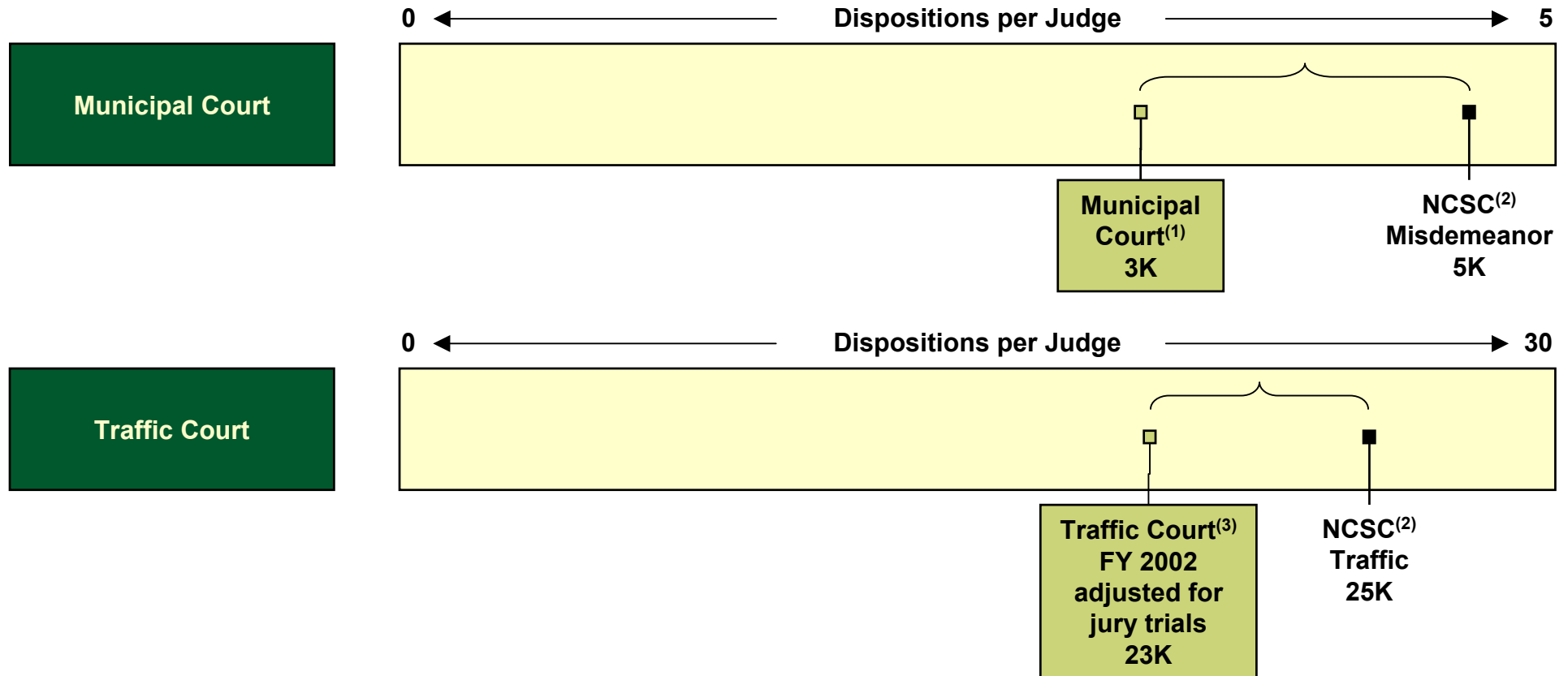
Explanation of metrics shown

- Metrics were chosen based on availability from other courts
 - intention is not to suggest that these are the only relevant metrics
- Analysis combines the caseload and headcount data from both courts into a hypothetical 'aggregated Atlanta courts'
 - facilitates overall comparison to other benchmarked cities

Factors affecting the # of dispositions per Judge or non-judicial FTE

- Percent of cases settled through the Violations Bureau
- Use of magistrates to hear lesser traffic offenses
- Use of jury trials
- Inability of the courts to control the volume of cases they receive

COMPARISON OF TRAFFIC AND MUNICIPAL COURTS TO NCSC BENCHMARKS FOR STATE COURTS IN GEORGIA



(1) Based on number of charges

(2) National Center for State Courts, Workload Assessment Model for the Georgia State Court, October 2001

(3) Based on number of citations

Note: Traffic Court data based on 2002 data; Municipal Court data annualized based on 2003 Q2 sample. Other courts data from 2002; Traffic Court dispositions per Judge is adjusted for jury trials

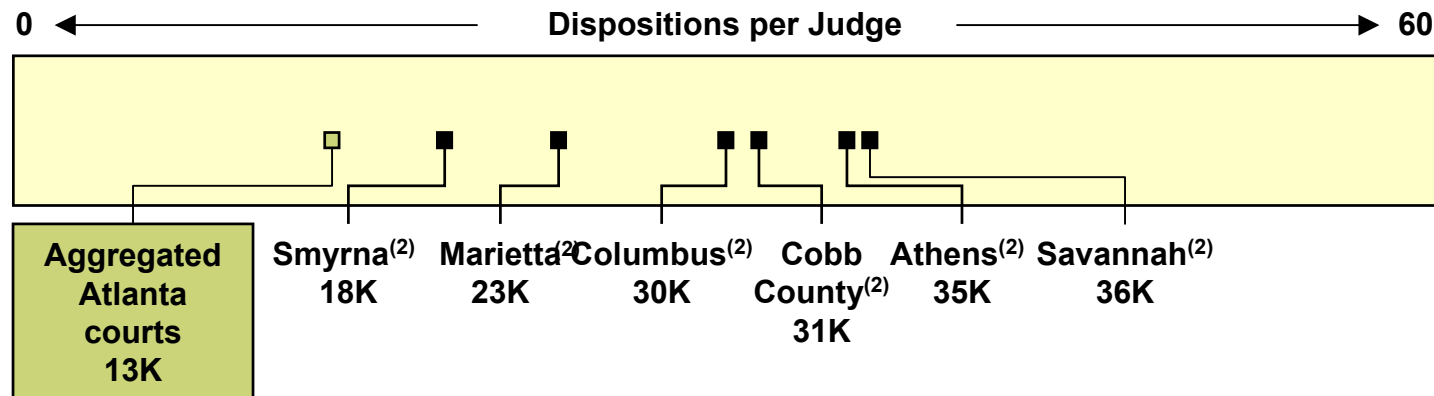
Source: Telephone interviews and surveys; Traffic Court; Atlanta Municipal Court; BCG analysis

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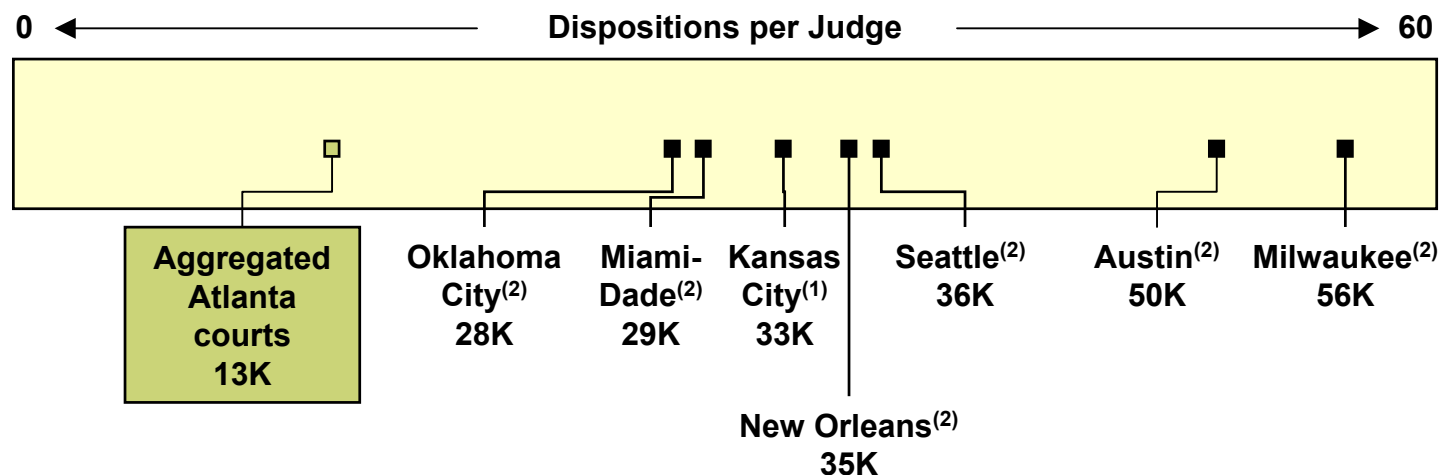
THE BOSTON CONSULTING GROUP

COMPARISON OF DISPOSITION PER JUDGE RATIOS IN OTHER CITIES WITH THE AGGREGATED ATLANTA COURTS

Georgia benchmarks



National benchmarks



(1) Based on number of citations

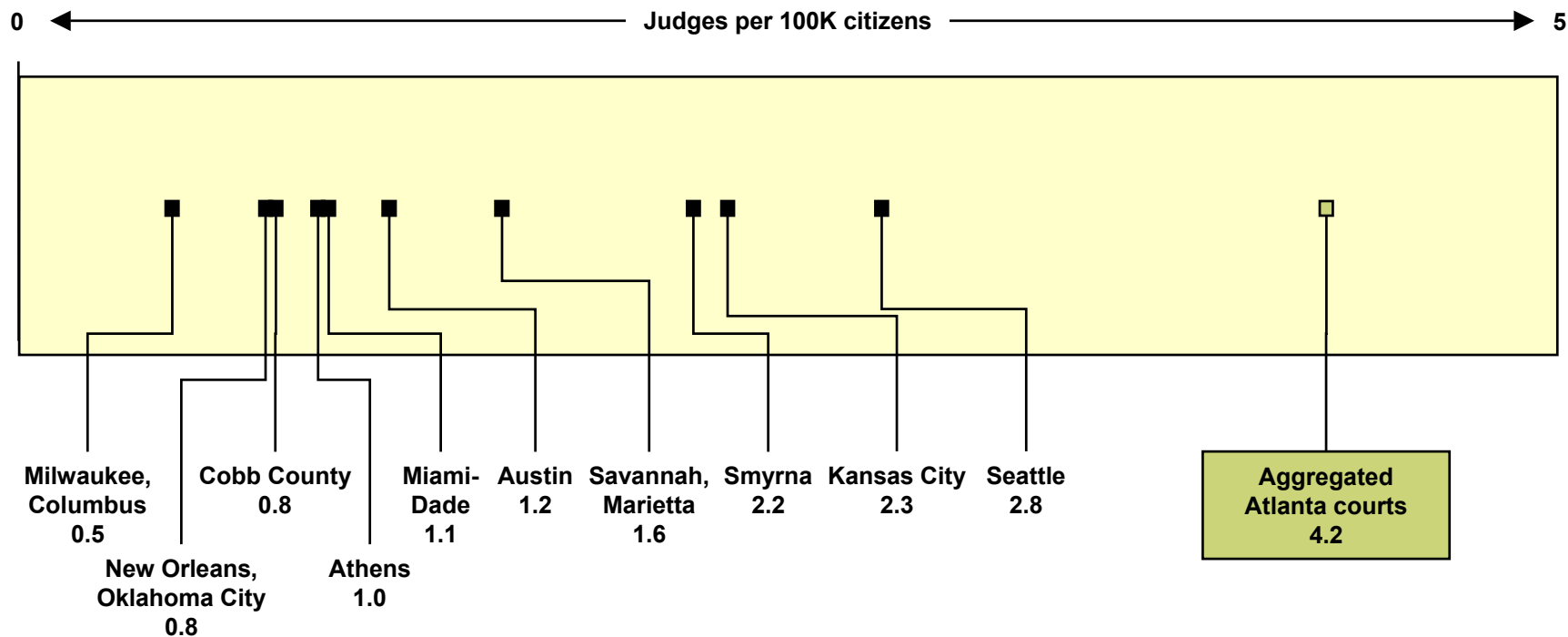
(2) Based on number of cases

Note: Traffic Court data based on 2002 data; Municipal Court data annualized based on 2003 Q2 sample. Other courts data from 2002; Traffic Court dispositions per Judge is adjusted for jury trials

Source: Telephone interviews and surveys; Traffic Court; BCG analysis

DATA ON JUDICIAL POSITIONS VERSUS POPULATION

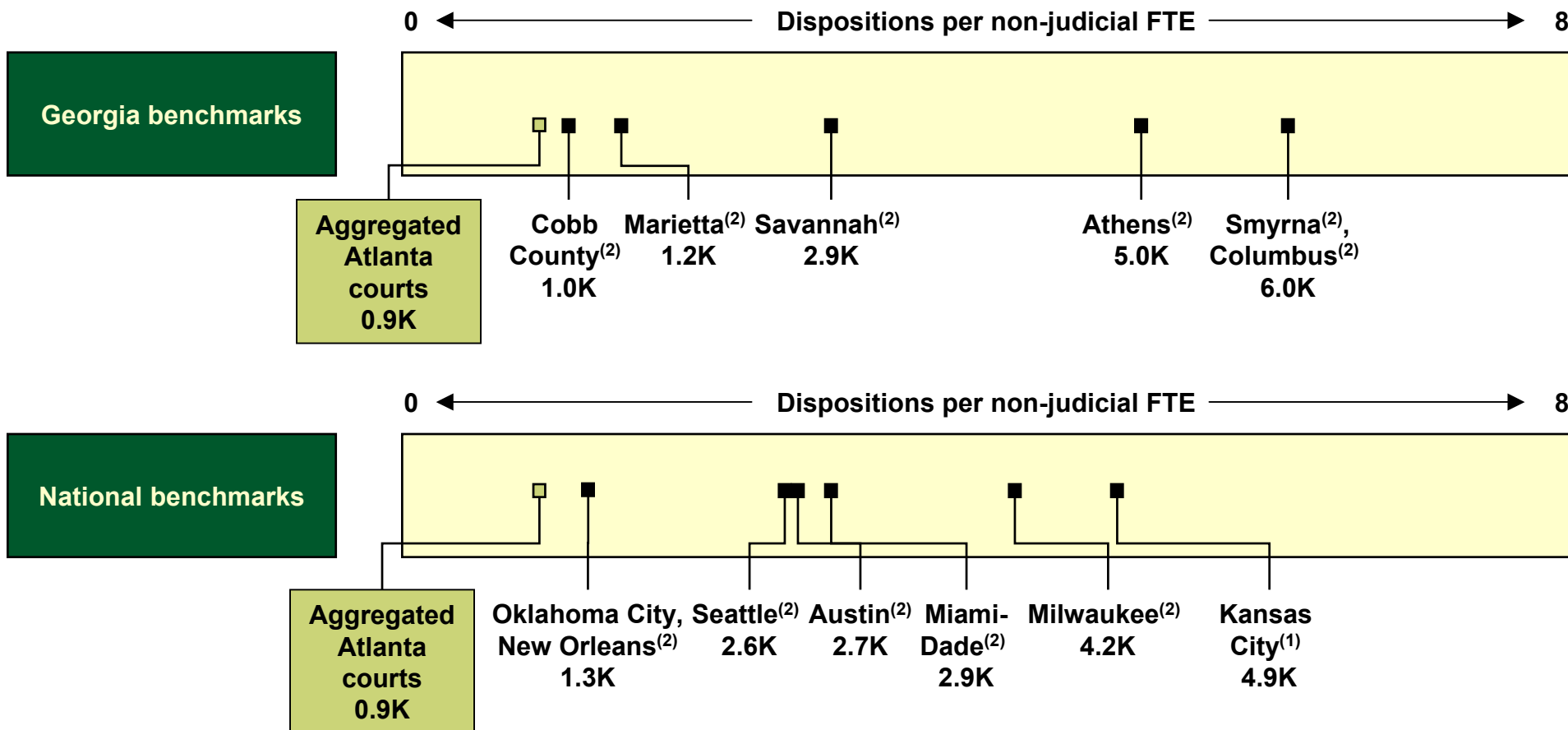
Data from Georgia and Selected U.S. Courts



Note: All data from 2003

Source: Telephone interviews and surveys; Traffic Court; Atlanta Municipal Court; U.S. Census population estimate for 2002; BCG analysis

COMPARISON OF DISPOSITION TO STAFF RATIOS IN OTHER CITIES WITH THE AGGREGATED ATLANTA COURTS



(1) Based on number of citations

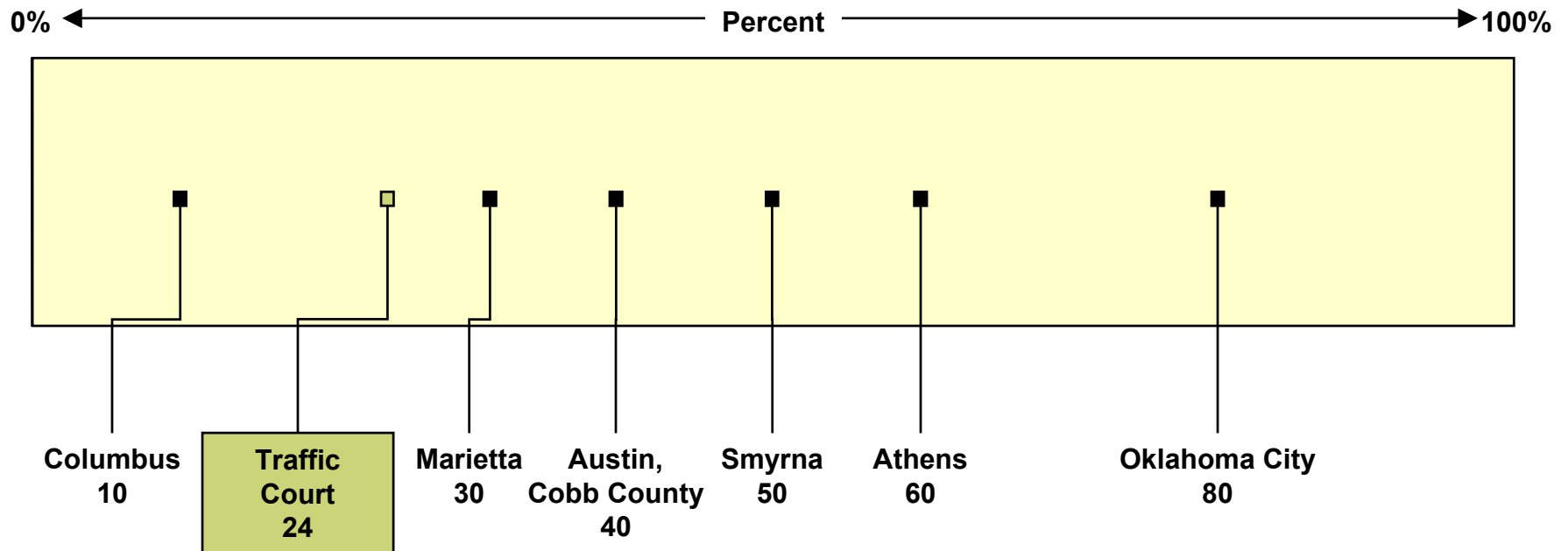
(2) Based on number of cases

Note: Traffic Court data based on 2002 data; Municipal Court data annualized based on 2003 Q2 sample. Other courts data from 2002; Traffic Court dispositions per Judge is adjusted for jury trials

Source: Telephone interviews and surveys; Traffic Court; BCG analysis

MANY DEFENDANTS SETTLE CASES THROUGH THE VIOLATIONS BUREAU IN OTHER COURTS

Data from Georgia and Selected U.S. Courts



Note: All data from 2003

Source: Telephone interviews and surveys; Traffic Court; Atlanta Municipal Court; U.S. Census population estimate for 2002; BCG analysis

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THE BOSTON CONSULTING GROUP

BENCHMARKING DATA AND CALCULATIONS

		Data				Metric		
		Number of dispositions (K)	Number of Judges	Number of non-judicial employees	Population ⁽¹⁾ (K)	Dispositions ⁽²⁾ per Judge (K)	Judges ⁽³⁾ per 100K citizens	Dispositions per non-judicial employee (K)
Atlanta	Traffic	210 ⁽⁴⁾	9	152 ⁽²⁾	425	21	2.1	1.3
	Municipal	31 ⁽⁵⁾	9	72 ⁽³⁾	425	3	2.1	0.4
	Combined Courts	241	18	224		13	4.2	1.1
Georgia	Smyrna	18	1	3	46	18	2.2	6.0
	Marietta	23	1	16	62	23	1.6	1.4
	Columbus	30	1	5	186	30	0.5	6.0
	Cobb County	125	4	101	508	31	0.8	1.0
	Athens	35	1	7	103	35	1.0	5.0
	Savannah	71	2	24	128	36	1.6	3.0
National	Oklahoma City	111	4	86	519	28	0.8	1.3
	Miami – Dade County	750	26	260	2,290	29	1.1	2.9
	Kansas City	325	10	66	443	33	2.3	4.9
	New Orleans	140	4	104	474	35	0.8	1.3
	Seattle	568	16	222	570	36	2.8	2.6
	Austin	403	8	150	672	50	1.2	2.7
	Milwaukee	168	3	40	591	56	0.5	4.2

(1) U.S. Census population estimate for July 2002

(2) 198 funded positions – 9 Judges – 16 pro hacs – 21 vacancies = 152

(3) 91 funded positions – 9 Judges – 2 pro hacs – 8 vacancies = 72

(4) Adjusted for jury trials

(5) Adjusted for Community Court

NCSC CASE WEIGHT ANALYSIS IN GEORGIA INDICATES THAT TRAFFIC COURT JUDGES CAN PROCESS 25K CASES PER YEAR

	Days	Hours	Minutes
Base	365	2,920	175,200
• Weekends	104	832	49,920
• Holidays	12	96	5,760
• Vacation	15	120	7,200
• Sick leave	9	72	4,320
• Judicial education	5	40	2,400
• Travel	2	13	778
• Non-case related administration	14	113	6,790
• Community activities	12	99	5,954
• Meetings	3	27	1,591
• Other judicial activities	7	54	3,269
	183	1,466	87,982
Judicial time available to hear cases	182	1,454	87,218

	Citations	Case weight (minutes)
DUI and homicide	2,347	33.61
Traffic and other	195,044	3.07
Total	197,391	3.43
Number of cases		25,428

Note: Any discrepancies between the number of hours converted into number of minutes is due to rounding in the detailed computation tables

Source: National Center For State Court, Workload Assessment Model for the Georgia State Court, Oct 2001; BCG analysis

NCSC CASE WEIGHT ANALYSIS INDICATES THAT MUNICIPAL COURT JUDGES CAN PROCESS 5K CASES PER YEAR

	Days	Hours	Minutes
Base	365	2,920	175,200
• Weekends	104	832	49,920
• Holidays	12	96	5,760
• Vacation	15	120	7,200
• Sick leave	9	72	4,320
• Judicial education	5	40	2,400
• Travel	2	13	778
• Non-case related administration	14	113	6,790
• Community activities	12	99	5,954
• Meetings	3	27	1,591
• Other judicial activities	7	54	3,269
	183	1,466	87,982
Judicial time available to hear cases	182	1,454	87,218
Misdemeanor case weight (minutes)			÷ 18.97
Number of cases			4,598

Source: National Center For State Court, Workload Assessment Model for the Georgia State Court, Oct 2001; BCG analysis

TRAFFIC COURT ADJUSTMENT FOR JURY TRIALS

Calculation

• Number of jury trials held in 2003	91
• Average duration of jury trials (days)	2
• Estimated bench time per day (hours)	4
• Estimated annual bench time spent on jury trials	
- hours	728
- minutes	43,680
• NCSC case weight for Traffic (minutes) case adjusted for DUI and homicide cases	3.43
• Estimated traffic cases that could have been handled in the absence of jury trials	12,734
• Number of cases disposed in 2002	197,391
• Adjusted number of cases disposed in 2002 (if no jury trials)	210,125

MUNICIPAL COURT ADJUSTMENT FOR COMMUNITY COURT

**Upward
adjustment
of cases
disposed due
to Community
Court**

• Community Court new defendants for second quarter 2003 ⁽¹⁾	670
• Estimated Community Court new defendants for 2003 (annualized)	2,680
• Case weight factor for Community Court cases ⁽²⁾	4
• Estimated case load in the absence of Community Court case	10,720
• Community Court cases adjustment	8,040
• Estimated number of Municipal Court cases for 2003 ⁽³⁾	23,000
• Estimated number of Municipal Court cases adjusted for Community Court	31,040

**Community
Court
productivity
compared to
Center for
Court
Innovation
estimate**

• Number of cases per judge (misdemeanor)	4,598
• Case weight factor for community court case ⁽²⁾	4
• Estimated number of cases that a Community, Drug, or Mental Health Court Judge could hear per year	1,150
• Estimated Community Court new defendants for 2003 (annualized)	2,680

(1) Atlanta Municipal Court

(2) Center for Court Innovation estimate for Community, Drug, and Mental Health Courts

(3) Annualized based on second quarter 2003 data

Source: National Center For State Court, Workload Assessment Model for the Georgia State Court, Oct 2001; BCG analysis

TIME TO DISPOSITION BENCHMARKS

Time Standards for Misdemeanors

Benchmark	Percent of cases disposed in N days						
	30	60	90	120	180	270	999
CA Municipal court case disposition time standards	90		98	100			100
American Bar Association	90						
Conference of State Court Administrators			100				
NCSC recommendation - Traffic cases	90	98	100				
NCSC recommendation - Misdemeanor cases	90				98	100	
Traffic Court actual ⁽¹⁾	73	94	98	100			
Municipal Court actual ⁽²⁾	64	93 ⁽³⁾					

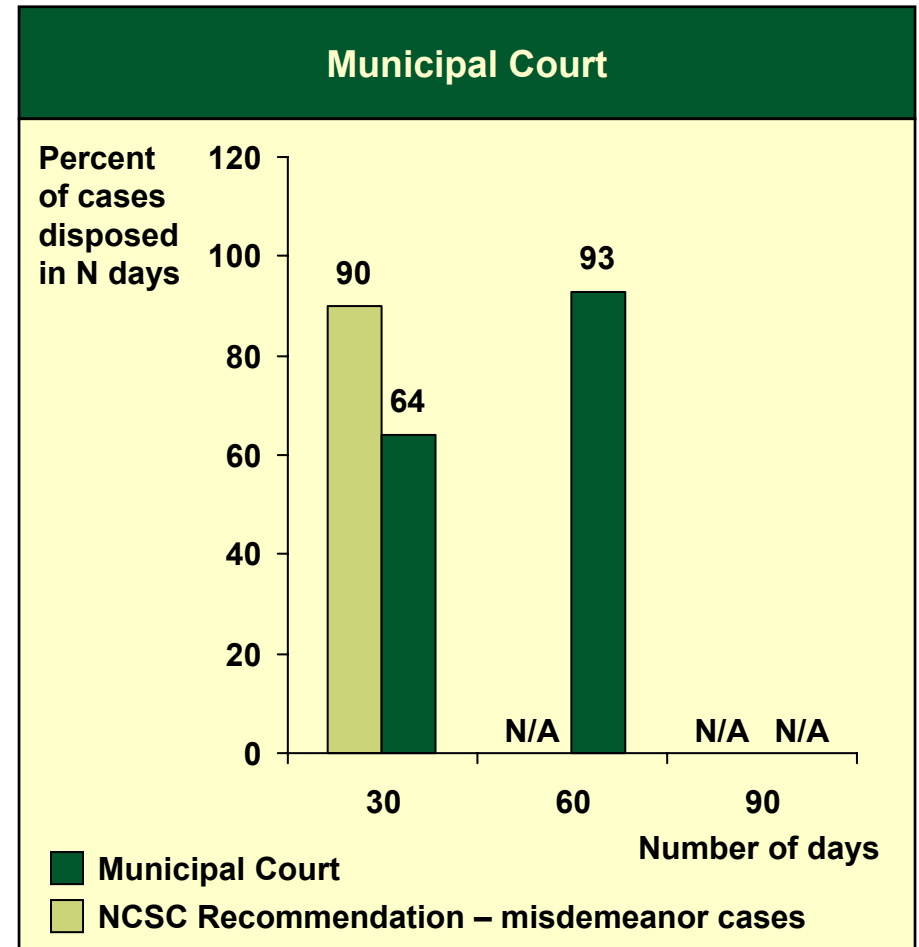
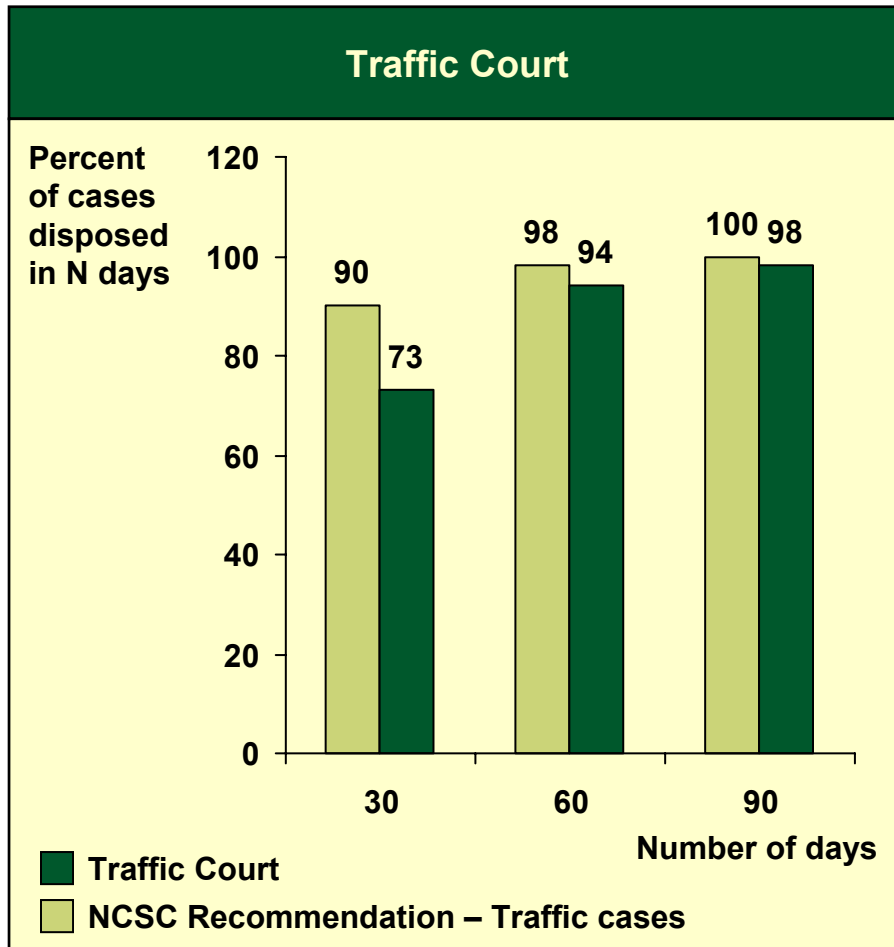
(1) Cases paid prior to the scheduled court date were included in cases disposed in 30 days; FY2002 data; self reported by Traffic Court

(2) Calculated using NCSC prescribed method for estimating 30 day clearance rates

(3) Based on number of cases greater than 60 days and total cases disposed, Jan – Jun 2003

Source: CA Office of Court Administration, ABA, NCSC, Conference of State Court Administrators, Atlanta Municipal Court, Traffic Court

TIME TO DISPOSITION: COMPARISON TO NCSC RECOMMENDATION



- (1) Cases paid prior to the scheduled court date where included in cases disposed in 30 days; FY2002 data; self reported by Traffic Court
 - (2) Calculated using NCSC prescribed method for estimating 30 day clearance rates
 - (3) Based on number of cases greater than 60 days and total cases disposed, Jan – Jun 2003
- Source: CA Office of Court Administration, ABA, NCSC, Conference of State Court Administrators, Atlanta Municipal Court, Traffic Court

AGENDA

Introduction and context

Executive summary

Section 1: Review of current operations

Section 2: Benchmarking results

Section 3: Proposed structure and court management

- **Proposed structure**
- **Management tools**

Section 4: Headcount and budget implications

Section 5: Facilities recommendations

Section 6: Transition plan

Appendix

OVERVIEW OF PROPOSED STRUCTURE AND MANAGEMENT

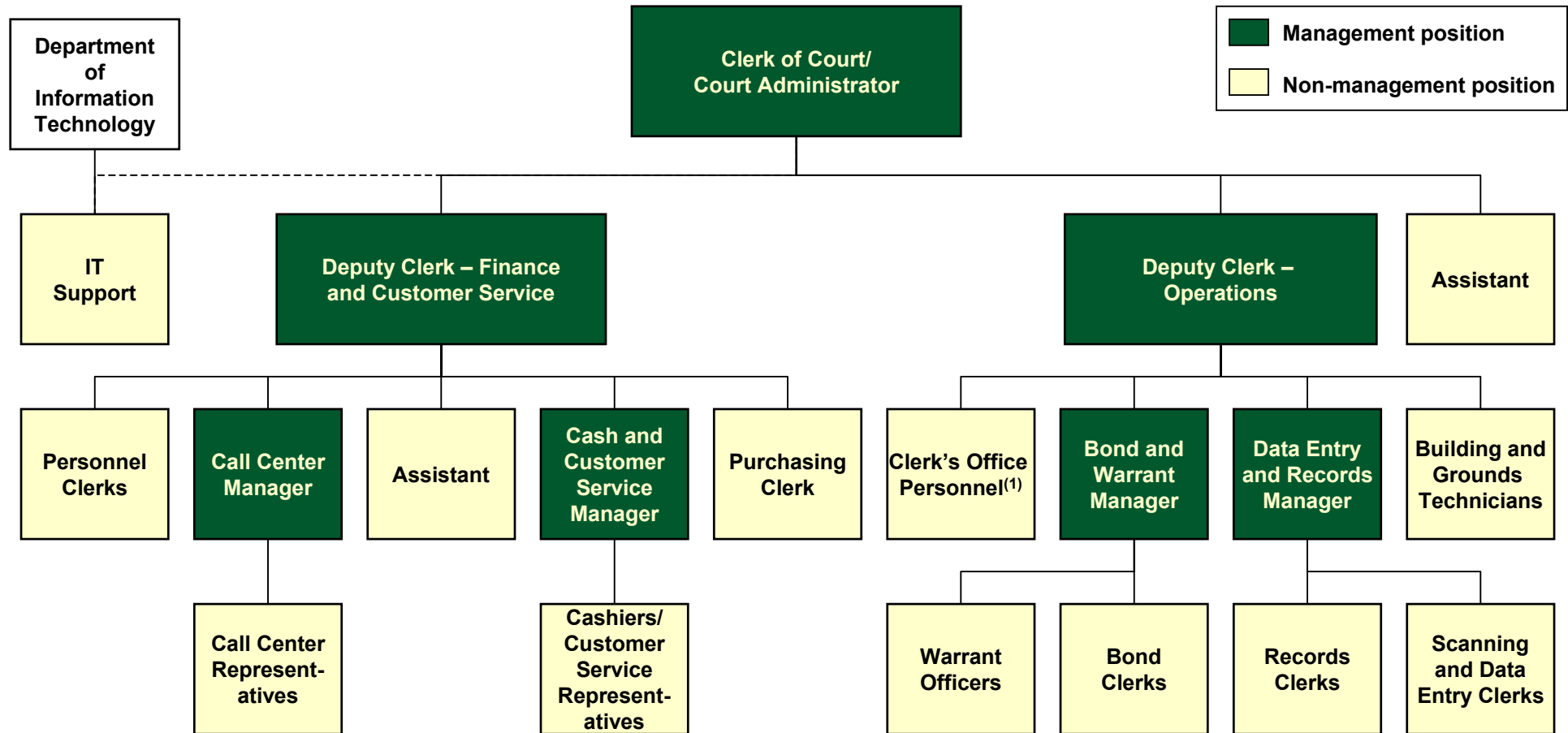
Non-judicial staff

- As of January 2004, the administrative staff of both courts should report to a single Clerk of Court
 - as provided by the law, the Clerk of Court would have to be jointly selected by the members of each bench in conference
- The staff of Municipal and Traffic Courts should be separately managed (by a single Clerk of Court) until mid-2004
 - allows for the operation of each court to stabilize after the proposed optimization reductions
 - coincides with the relocation of Municipal Court into the new building
 - allows time for planning the merger of the two staffs
- Responsibilities of two deputy positions should be realigned
 - one responsible for finance and customer service (including budget management)
 - one responsible for court operations

Court management

- More detailed and timely information is needed to efficiently and effectively manage the courts' operations
- Four sets of metrics are recommended to facilitate the management of the courts
 - caseload and disposition
 - non-judicial operations
 - personnel/HR issues
 - customer service
- Courts should move to paperless courtrooms to increase efficiencies and reduce errors as soon as possible
 - Traffic Court should move to paperless courtrooms by July 2004
 - Municipal Court should move to paperless courtrooms by January 2006

PROPOSED ORGANIZATION STRUCTURE FOR NON-JUDICIAL STAFF REPORTING TO CLERK OF COURT



Proposed structure can be implemented regardless of the policy decision on the legal structure of the courts

DECISION TO COMBINE NON-JUDICIAL FUNCTIONS UNDER A SINGLE CLERK OF COURT HAS BROAD SUPPORT

Municipal and Traffic Court Judges

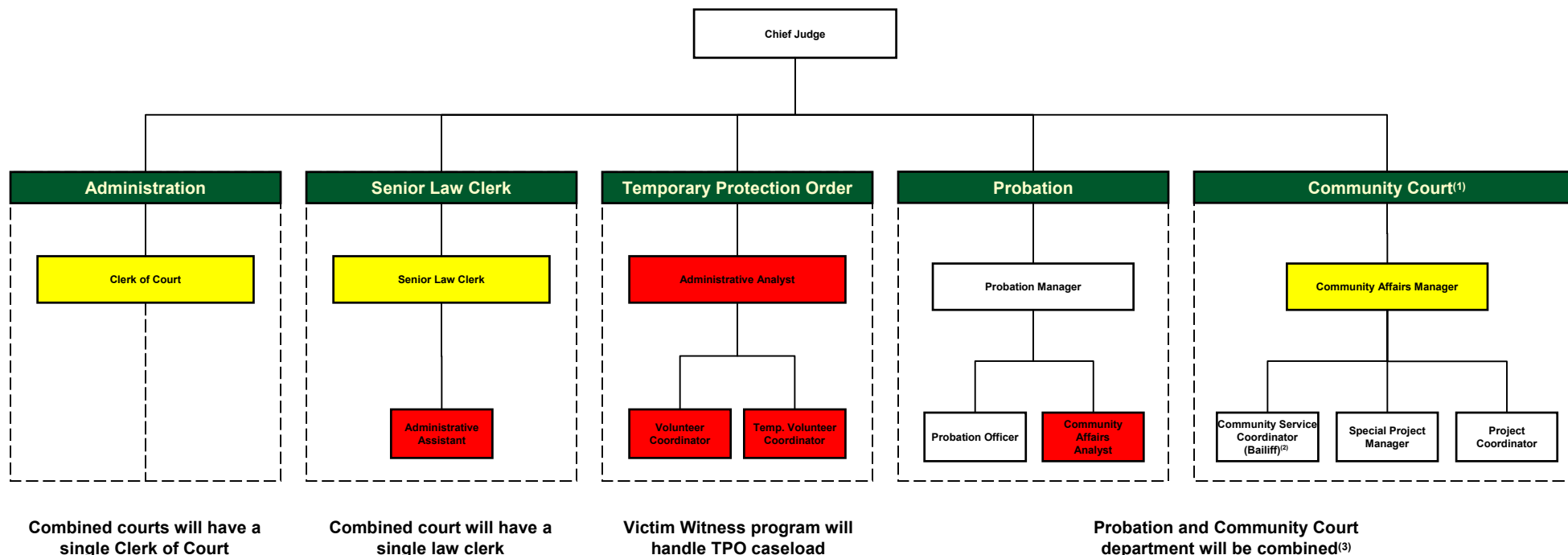
- We repeatedly heard during individual discussions with Judges that having a single Clerk of Court running a single 'back office' made sense
 - "I've always felt it was unfortunate that we needed two systems to support the two courts"
 - "We need a single court administrator at the pinnacle"
- During the working session in July, many of the Judges indicated a desire to have a single Clerk of Court responsible for both organizations
- Judges of both courts requested a proposal on combining non-judicial staff during a working session on August 14, 2003

External experts

- During our benchmarking interviews with Clerks of Court in Georgia and other states, participants were usually surprised that the Atlanta Courts had entirely separate organizations
- Representatives for the National Center for State Courts observed that having a separate Traffic Court is "highly unusual"

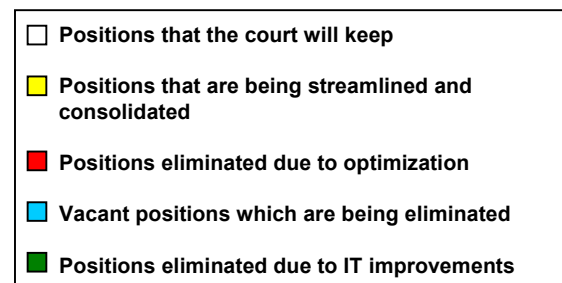
MUNICIPAL COURT ORGANIZATIONAL CHART (I)

Functions Reporting to Chief Judge



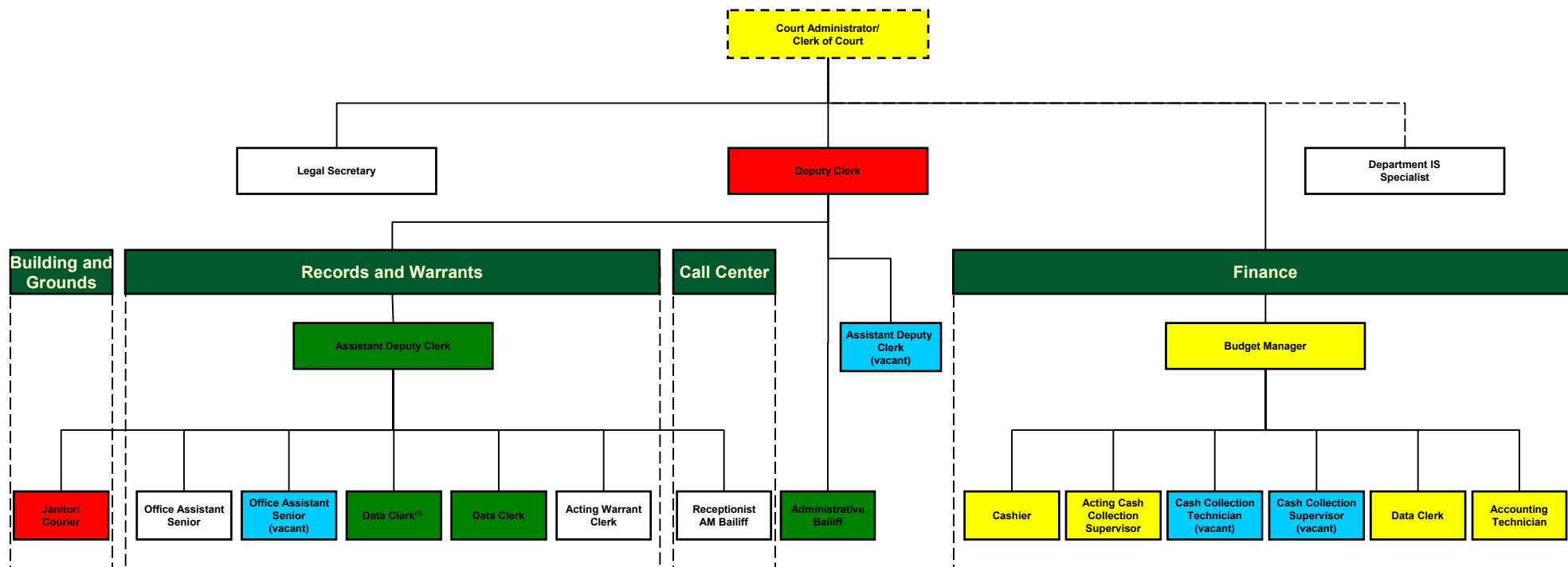
- (1) Community Court needs office space in new court building for 6-9 grant funded mental health court personnel
- (2) Chief Judge's Bailiff is acting as Community Service Coordinator
- (3) Traffic Court will continue to use private probation services

Source: Atlanta Municipal Court, City of Atlanta personnel and finance department, BCG interviews and analysis



MUNICIPAL COURT ORGANIZATIONAL CHART (II)

Finance, Records, Call Center and Maintenance



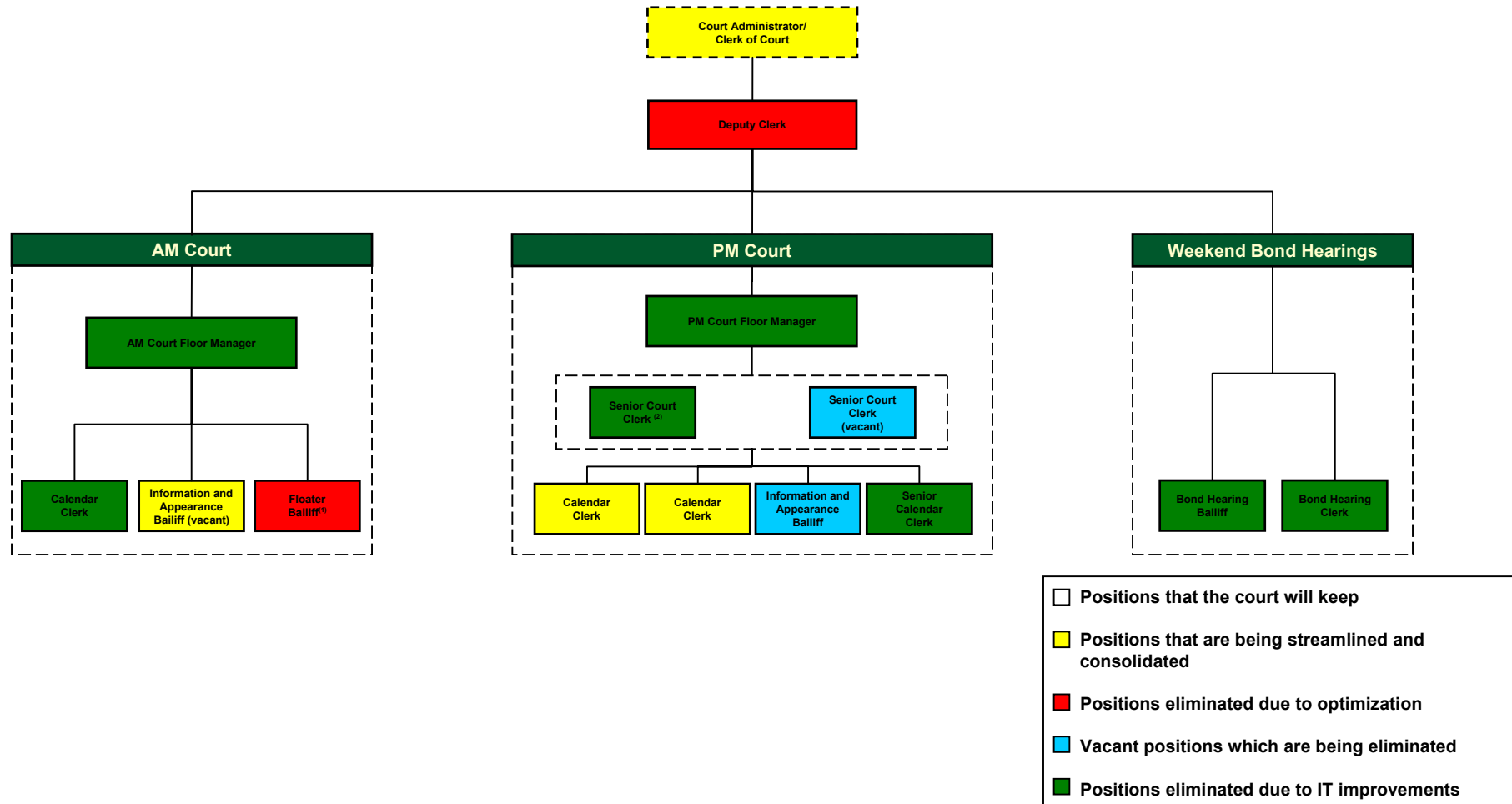
- ☐ Positions that the court will keep
- ☒ Positions that are being streamlined and consolidated
- ☒ Positions eliminated due to optimization
- ☒ Vacant positions which are being eliminated
- ☒ Positions eliminated due to IT improvements

(1) Temporary position that is funded on an annual basis

Source: Atlanta Municipal Court, City of Atlanta personnel and finance department, BCG interviews and analysis

MUNICIPAL COURT ORGANIZATIONAL CHART (III)

Calendaring and Courtroom Support



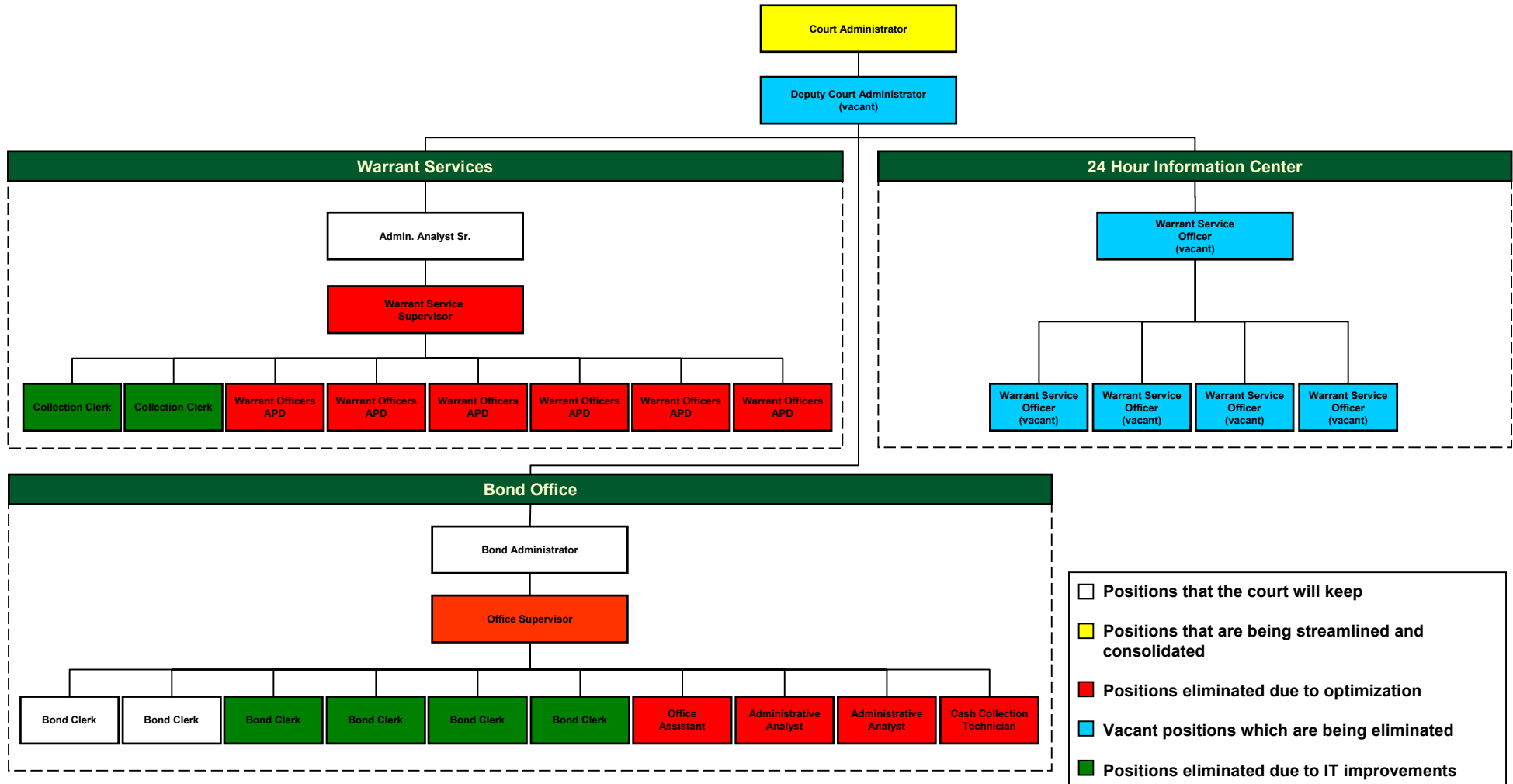
(1) Currently filling in the A.M. session - will become a permanent bailiff

(2) Currently acting as Chief Judge's clerk

Source: Atlanta Municipal Court, City of Atlanta personnel and finance department, BCG interviews and analysis

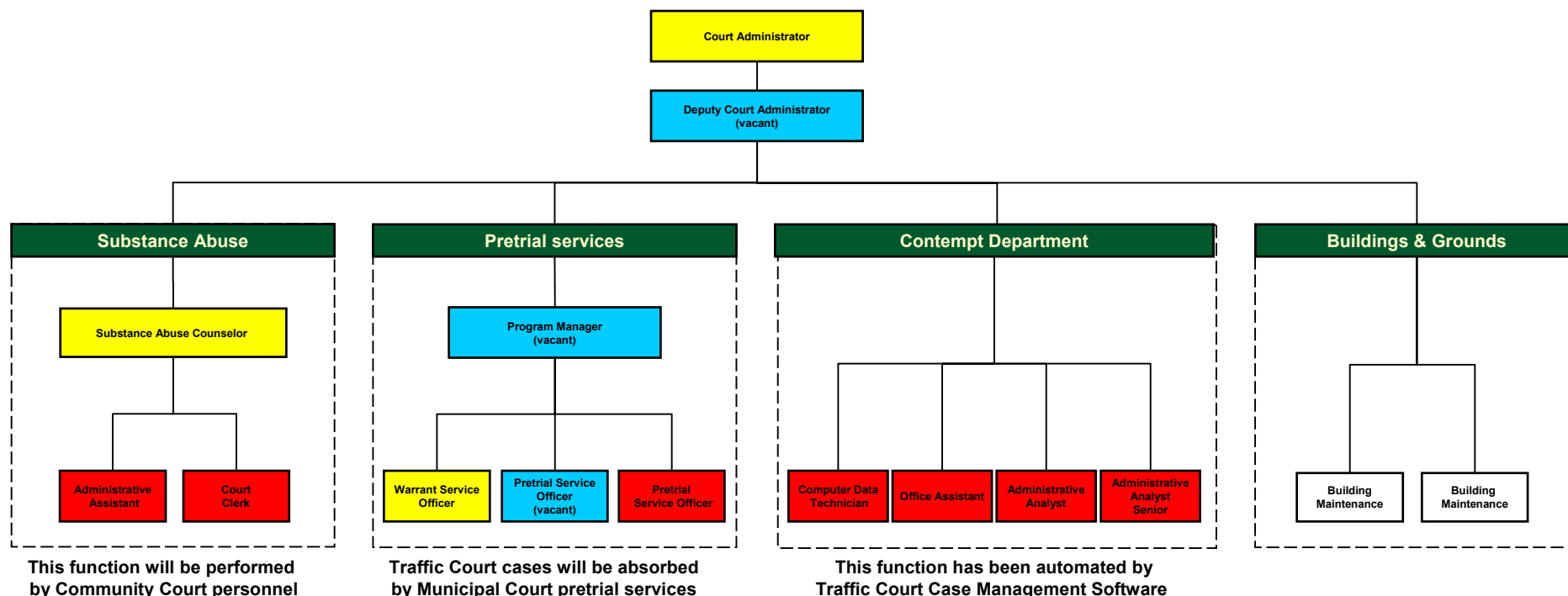
TRAFFIC COURT ORGANIZATIONAL CHART (I)

Supervision And Enforcement (I)



TRAFFIC COURT ORGANIZATIONAL CHART (II)

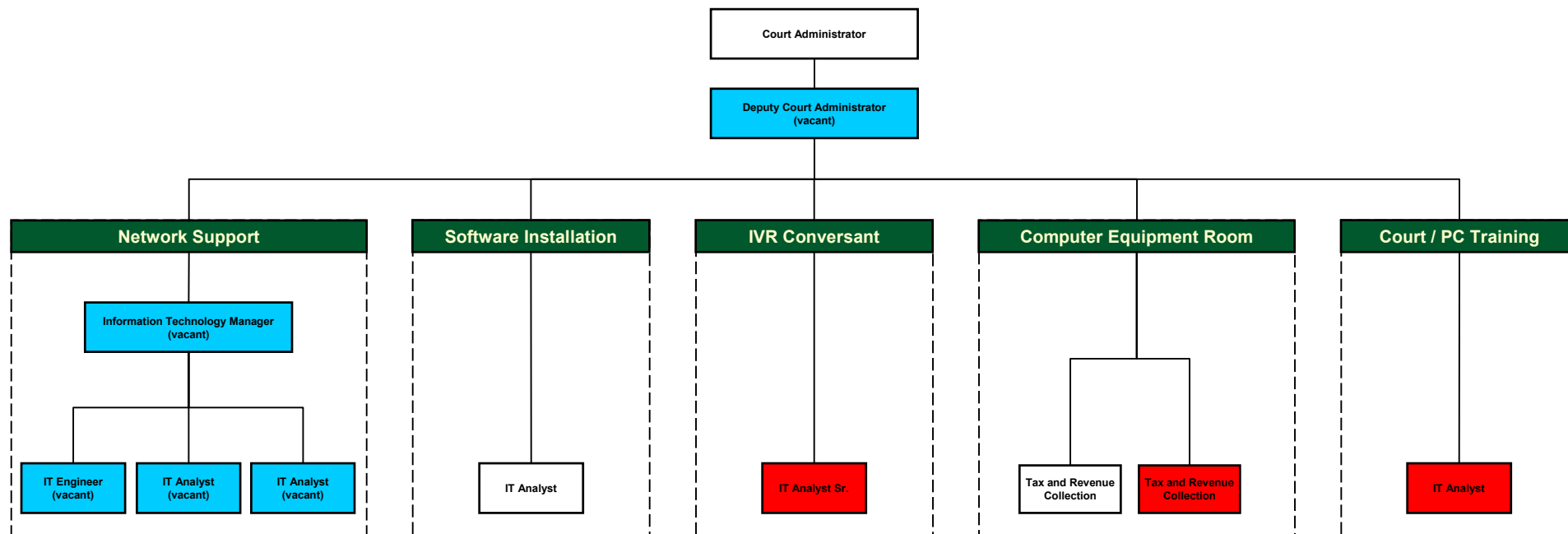
Supervision And Enforcement (II)



- ☐ Positions that the court will keep
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TRAFFIC COURT ORGANIZATIONAL CHART (III)

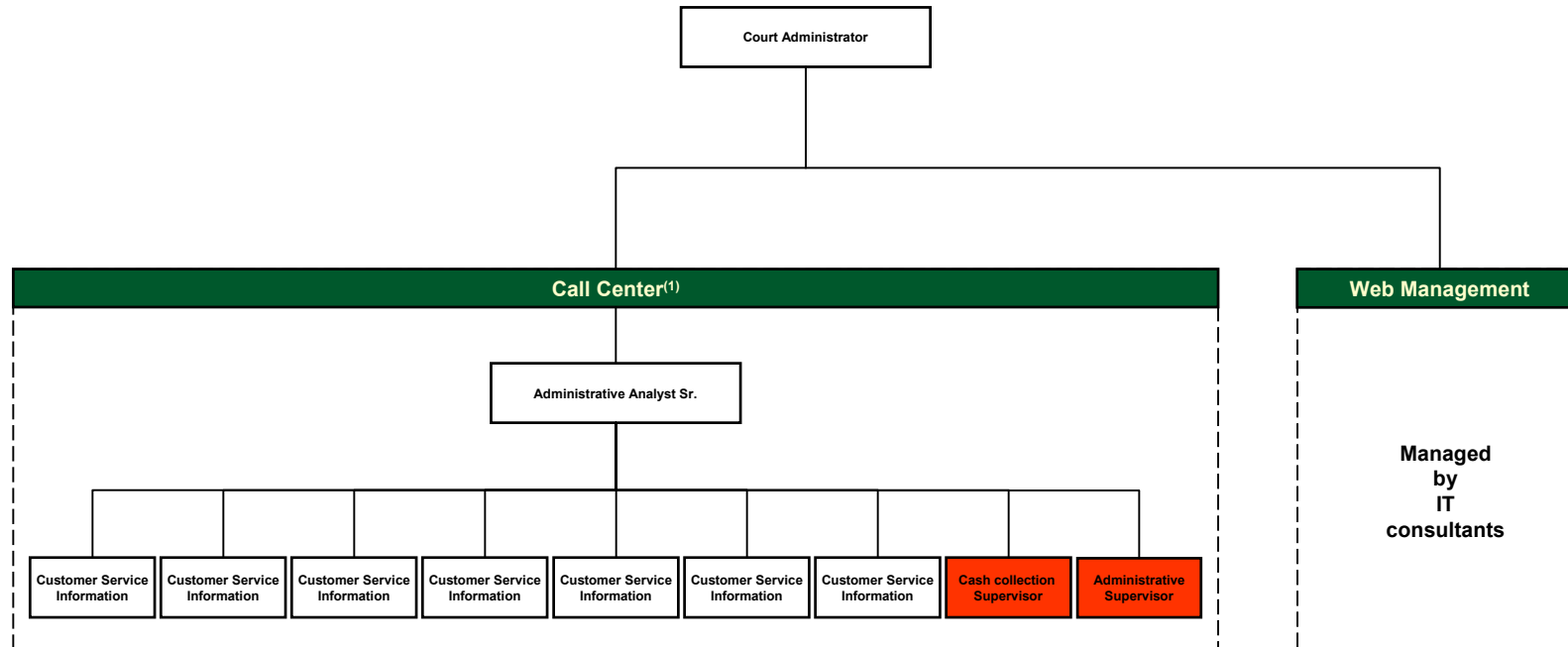
Information Technology (I)



- ☐ Positions that the court will keep
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- ☐ Positions eliminated due to optimization
- ☐ Vacant positions which are being eliminated
- ☐ Positions eliminated due to IT improvements

TRAFFIC COURT ORGANIZATIONAL CHART (IV)

Information Technology (II)

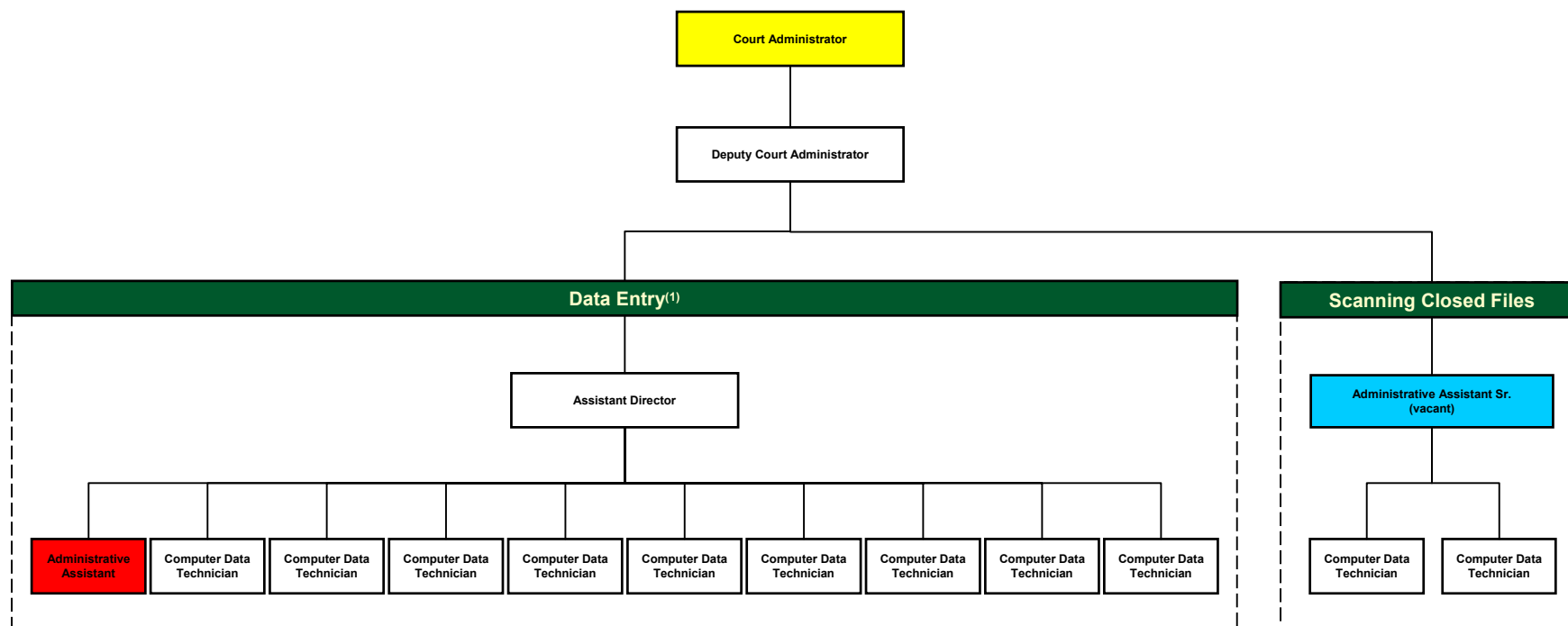


- ☐ Positions that the court will keep
- ☐ Positions that are being streamlined and consolidated
- ☐ Positions eliminated due to optimization
- ☐ Vacant positions which are being eliminated
- ☐ Positions eliminated due to IT improvements

(1) Staffing level will be increased in the new organization

TRAFFIC COURT ORGANIZATIONAL CHART (V)

Records (I)



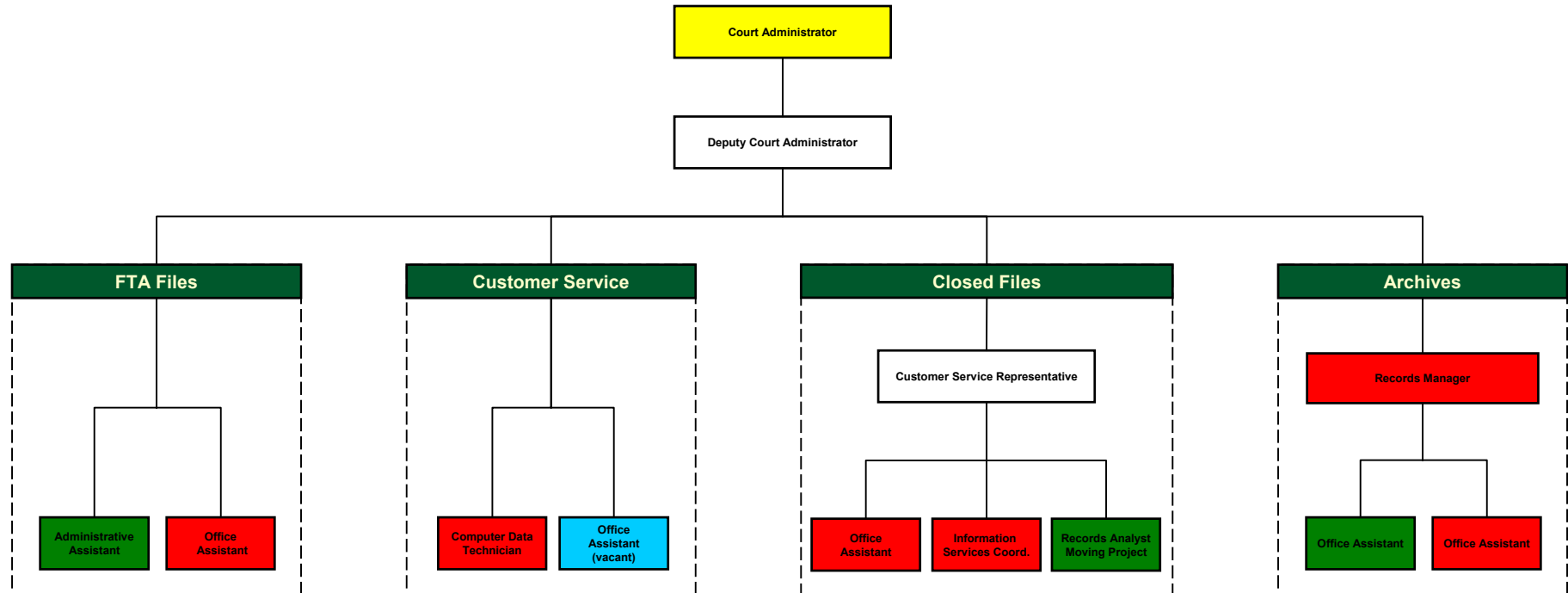
- ☐ Positions that the court will keep
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- ☒ Positions eliminated due to IT improvements

(1) Staffing level will be increased in the new organization

Note: July '04 data entry and scanning closed file departments are merged

TRAFFIC COURT ORGANIZATIONAL CHART (VI)

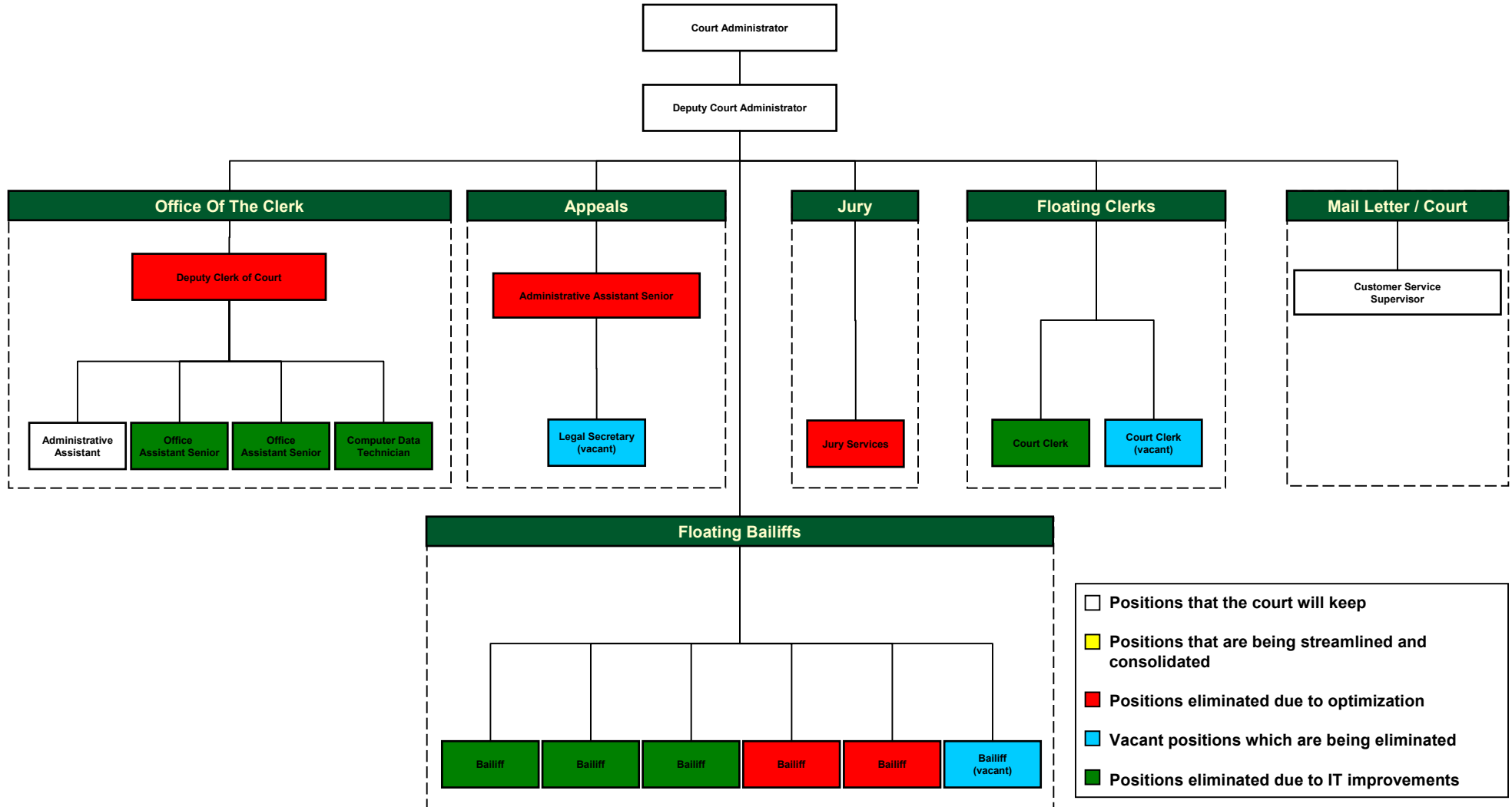
Records (II)



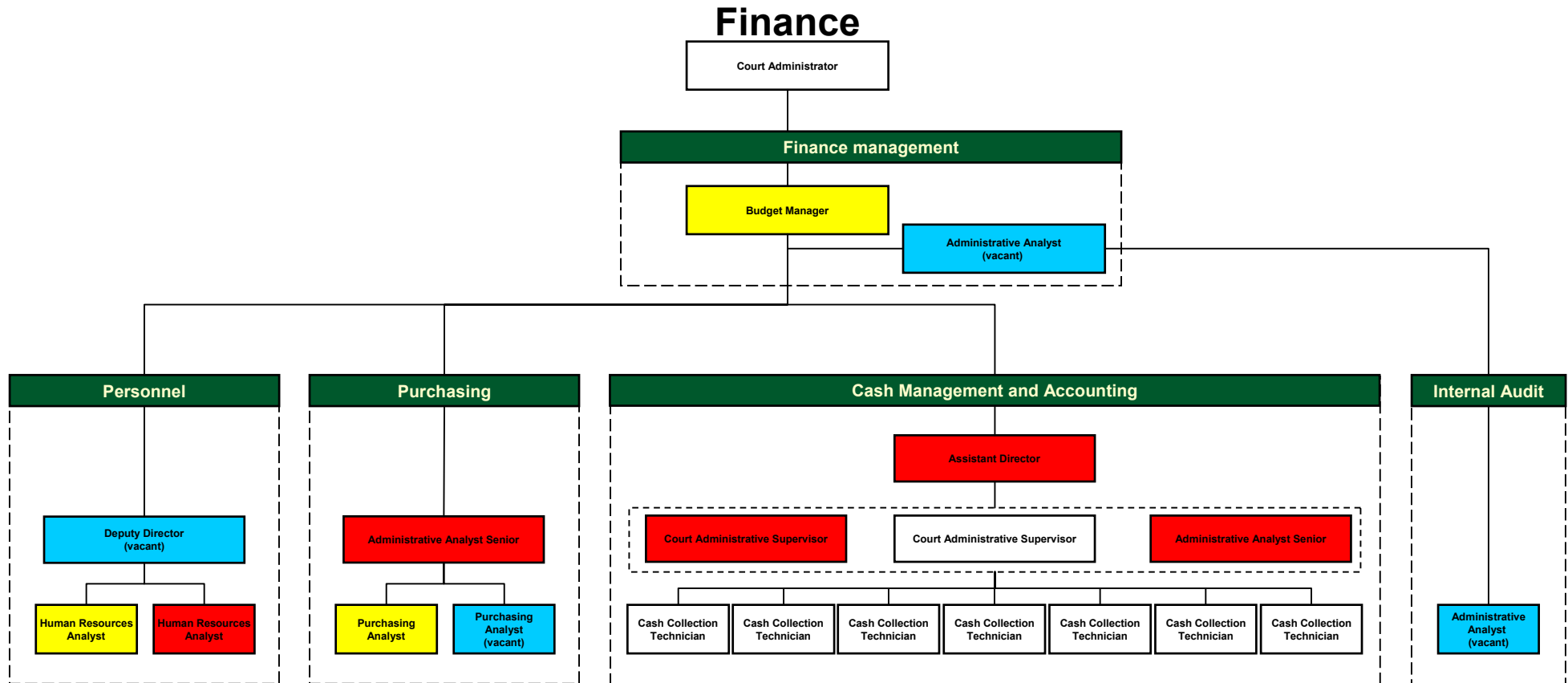
- ☐ Positions that the court will keep
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TRAFFIC COURT ORGANIZATIONAL CHART (VII)

Courtroom Support



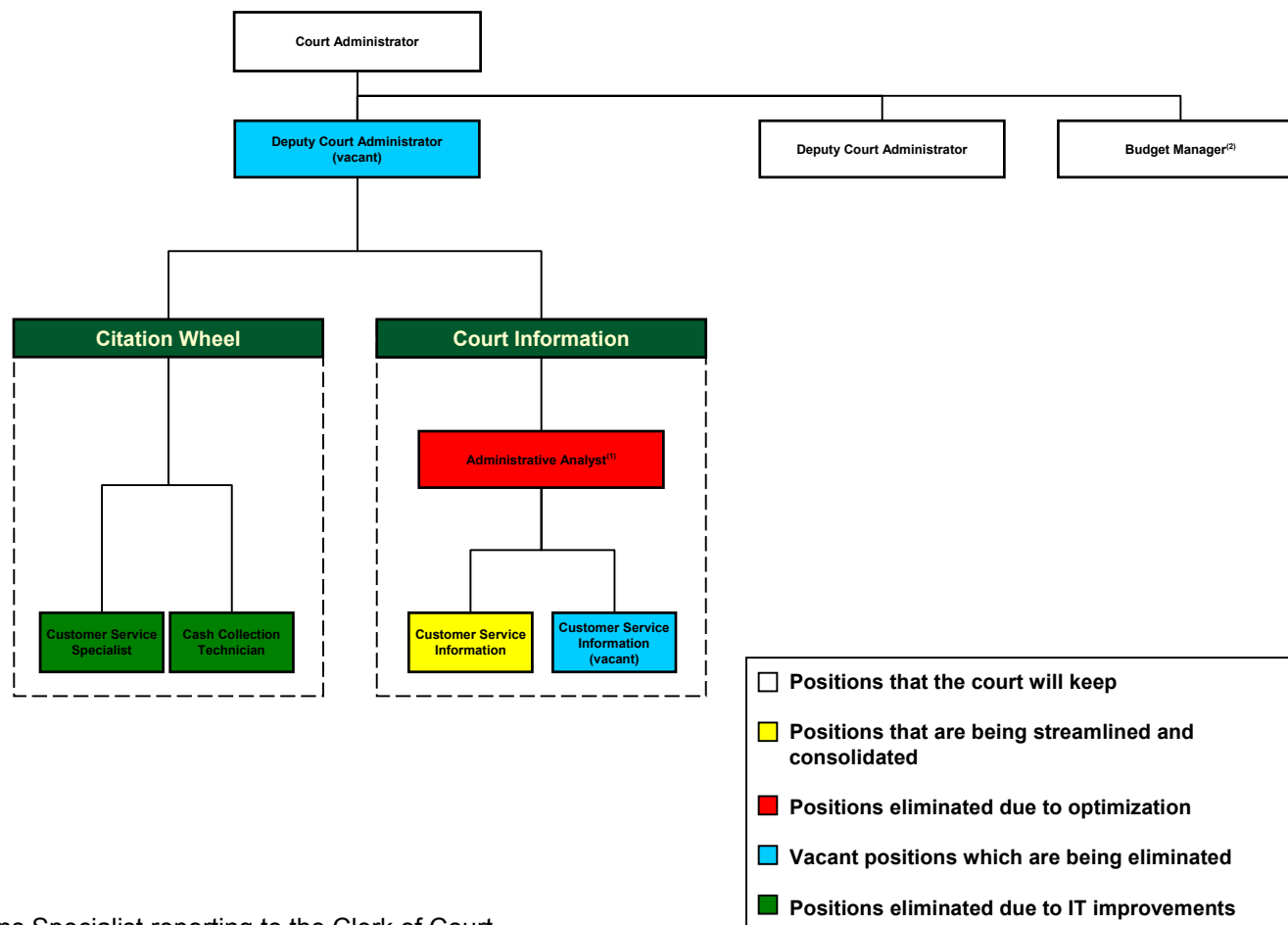
TRAFFIC COURT ORGANIZATIONAL CHART (VIII)



- ☐ Positions that the court will keep
- ☐ Positions that are being streamlined and consolidated
- ☐ Positions eliminated due to optimization
- ☐ Vacant positions which are being eliminated
- ☐ Positions eliminated due to IT improvements

TRAFFIC COURT ORGANIZATIONAL CHART (IX)

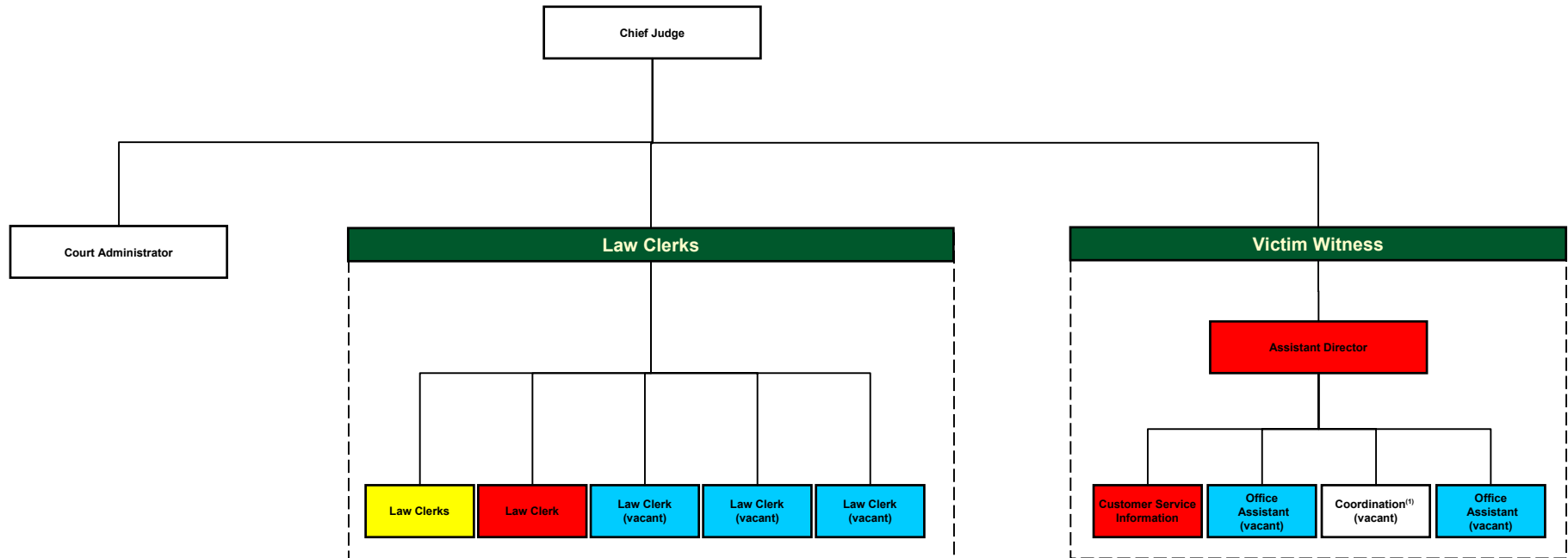
Customer Service And Court Information



- (1) Position will be recreated as Communications Specialist reporting to the Clerk of Court
 (2) Will be renamed "Deputy Clerk – Finance and Customer Service" in the new organization

TRAFFIC COURT ORGANIZATIONAL CHART (X)

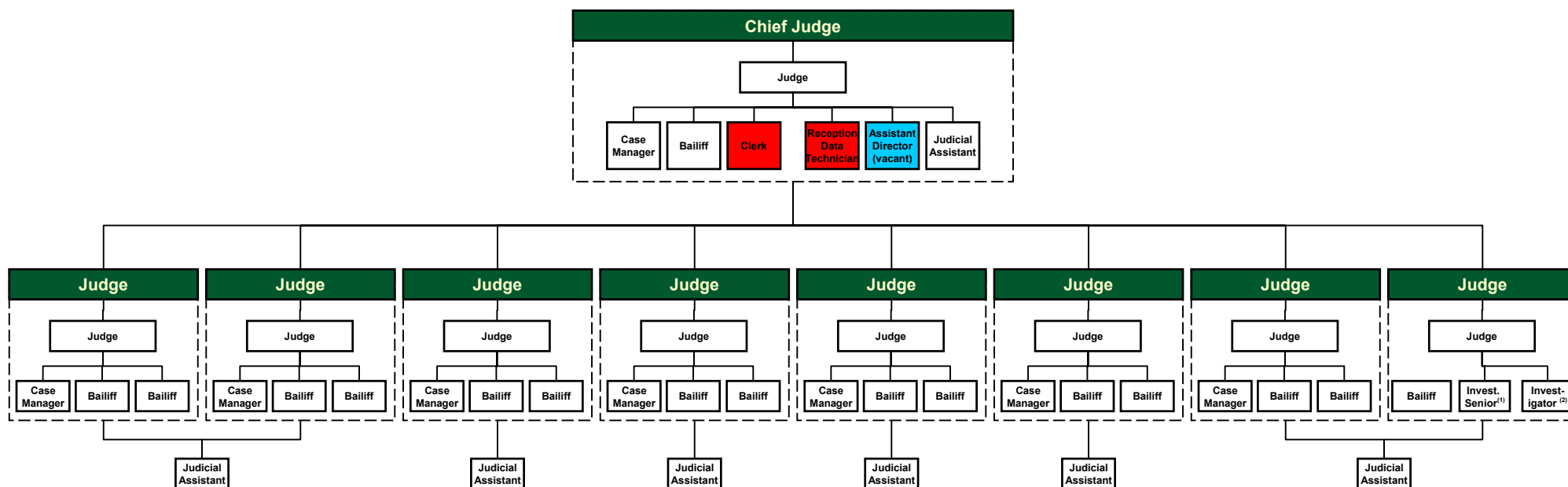
Victim Witness / Law Clerks



- ☐ Positions that the court will keep
- ☒ Positions that are being streamlined and consolidated
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- ☒ Vacant positions which are being eliminated
- ☒ Positions eliminated due to IT improvements

(1) Grant funded

TRAFFIC COURT ORGANIZATIONAL CHART (XI)

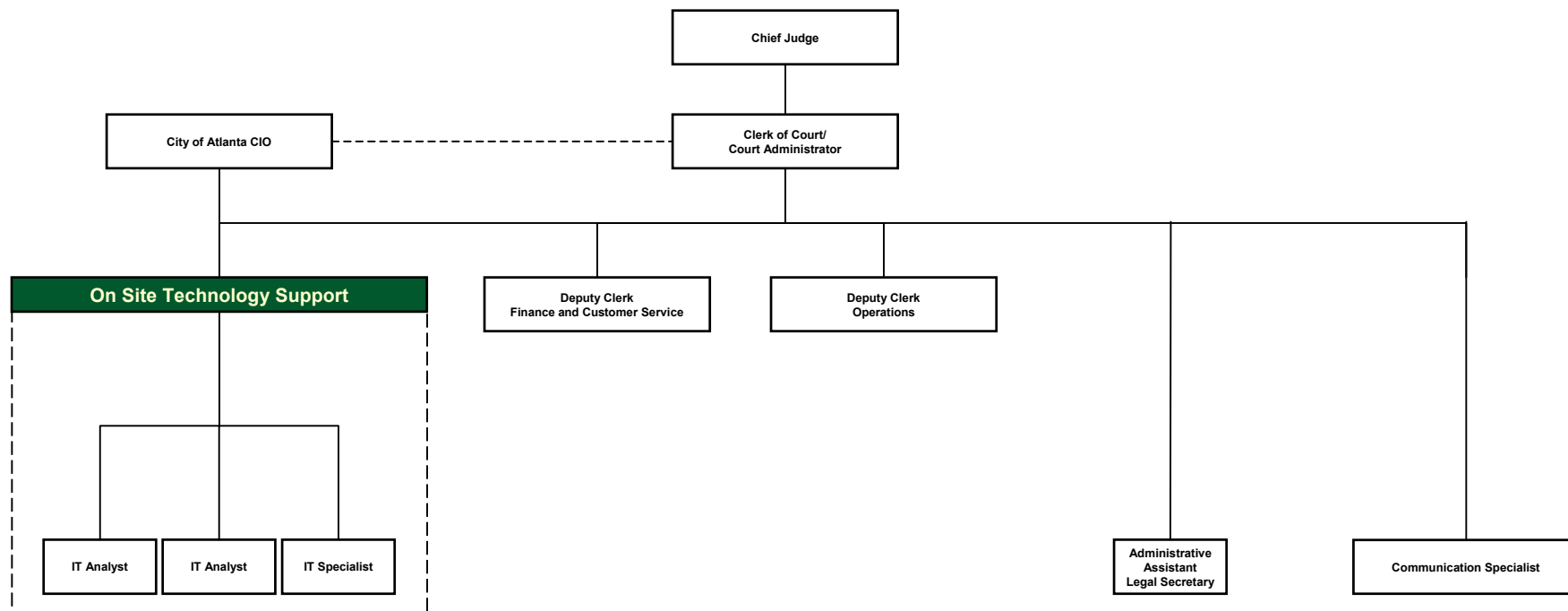


- Positions that the court will keep
- Positions that are being streamlined and consolidated
- Positions eliminated due to optimization
- Vacant positions which are being eliminated
- Positions eliminated due to IT improvements

(1) Should be replaced by a Case Manager (salary would be \$10K less per year)

(2) Should be replaced by a Bailiff (salary would be \$10K less per year)

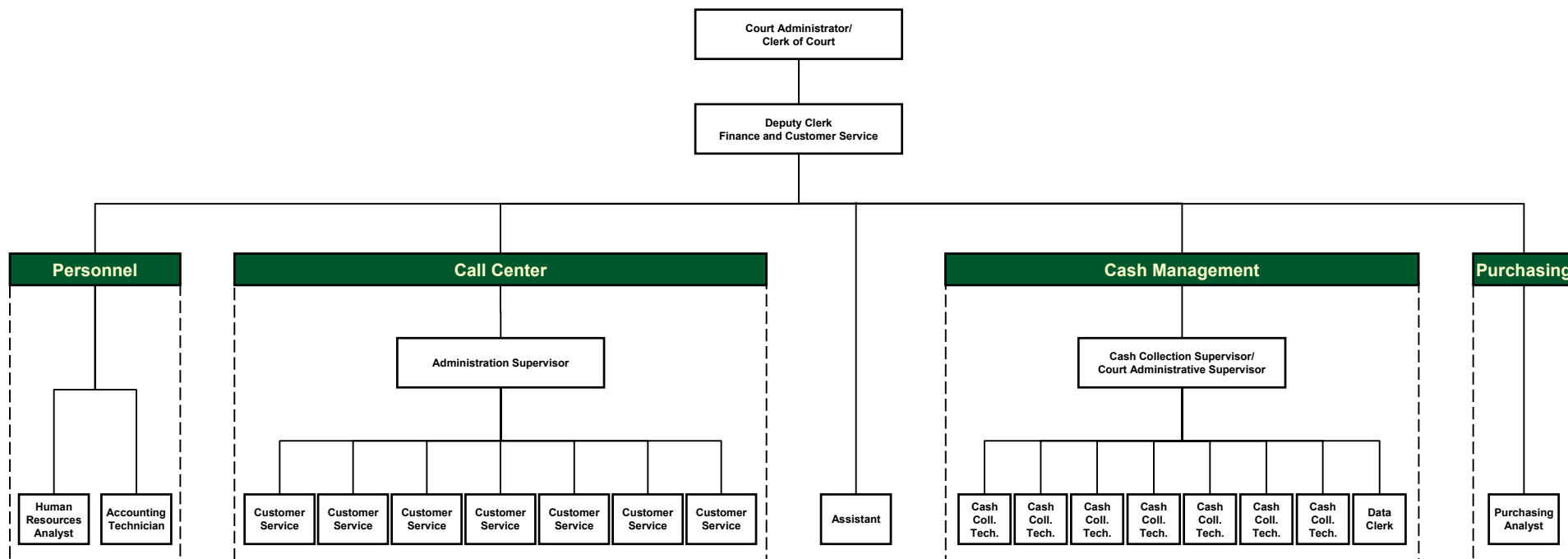
COMBINED COURT ORGANIZATIONAL CHART (I)



- ☐ Positions that the court will keep
- July 2004
- July 2005
- July 2006

COMBINED COURT ORGANIZATIONAL CHART (II)

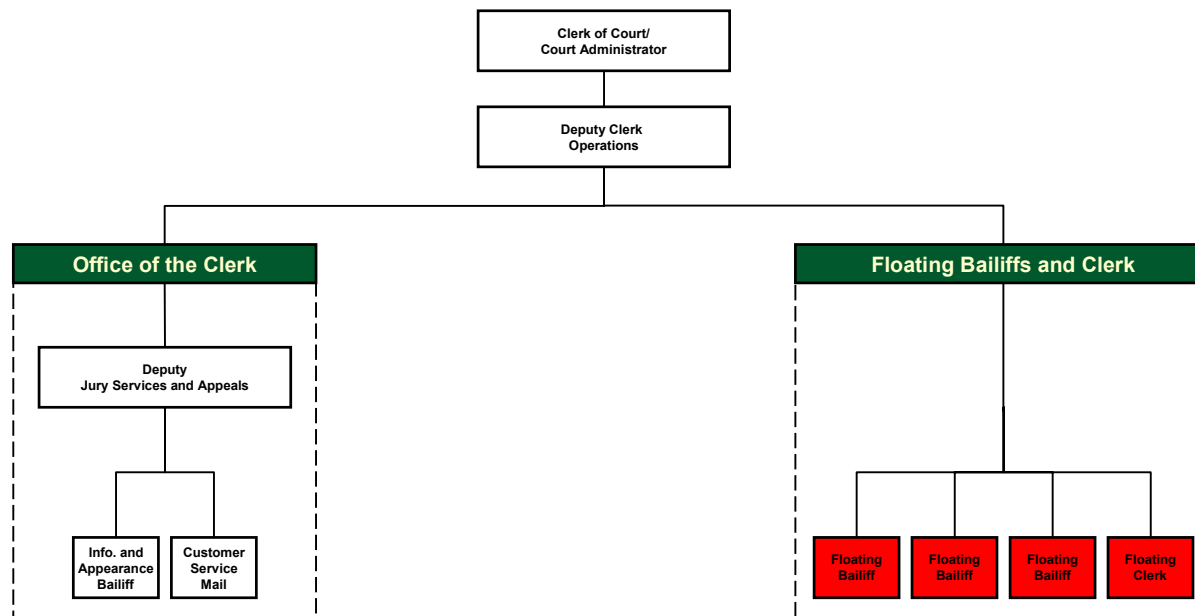
Finance and Customer Service



- ☐ Positions that the court will keep
- ☒ July 2004
- ☐ July 2005
- ☒ July 2006

COMBINED COURT ORGANIZATIONAL CHART (III)

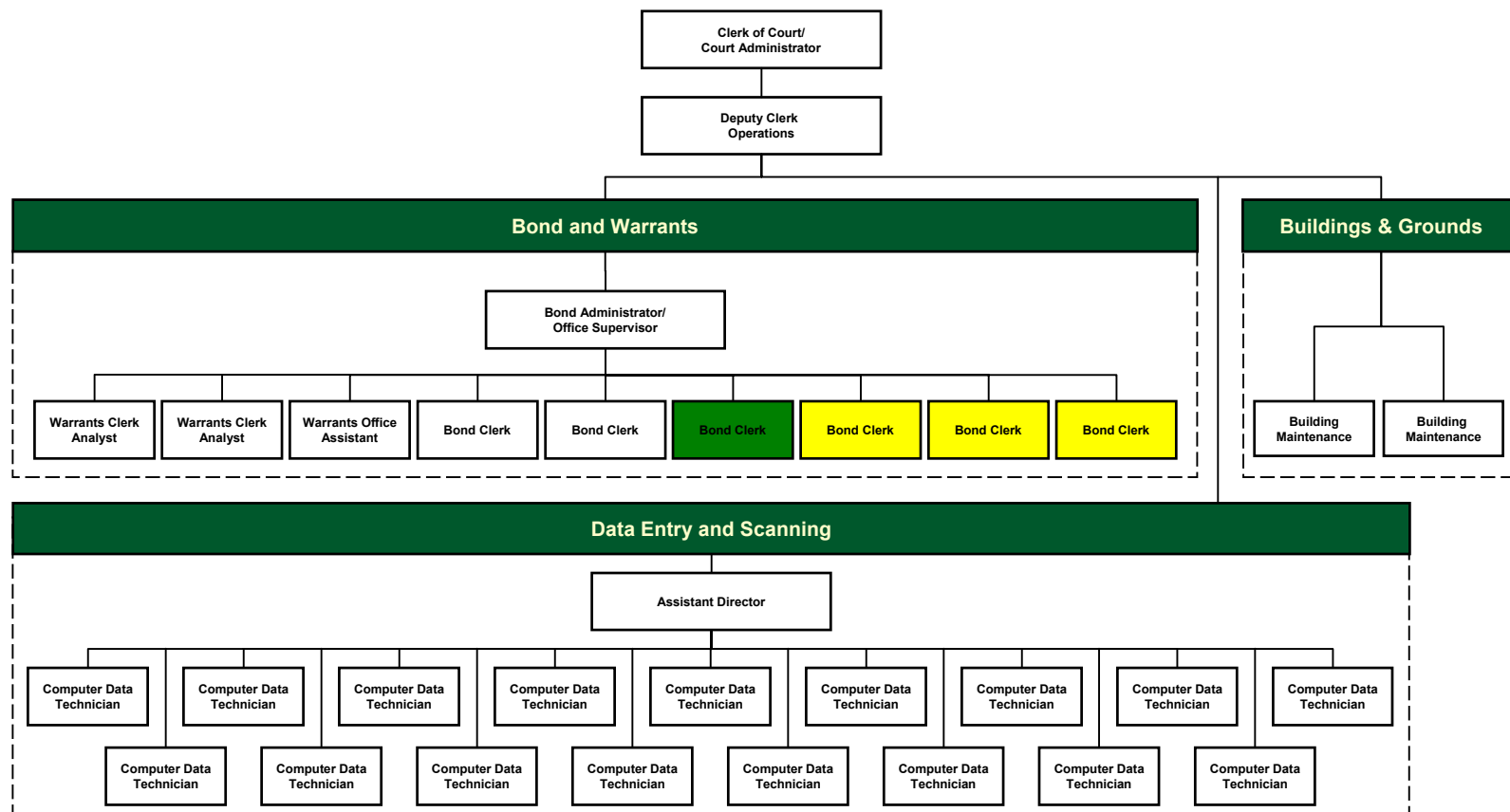
Operations (I)



- ☐ Positions that the court will keep
- ☒ July 2004
- ☐ July 2005
- ☒ July 2006

COMBINED COURT ORGANIZATIONAL CHART (IV)

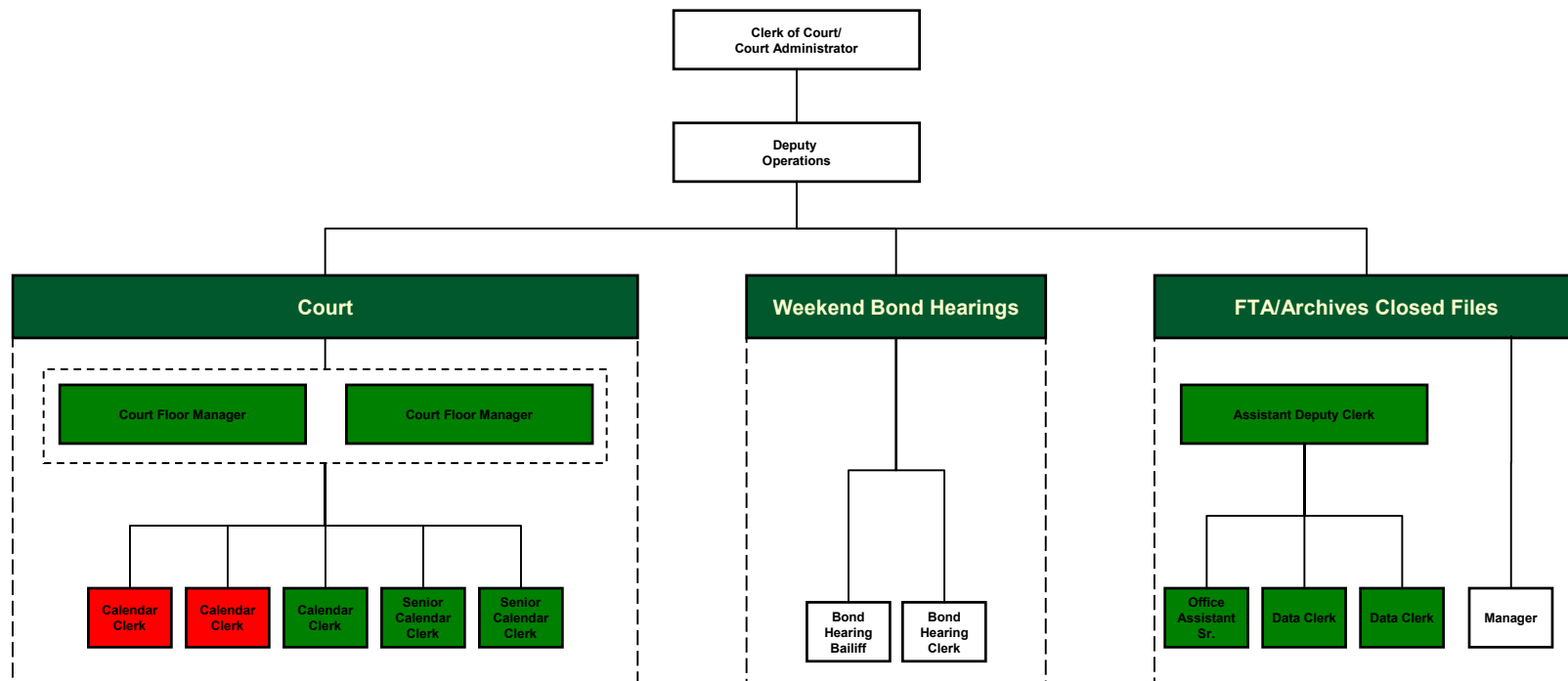
Operations (II)



- ☐ Positions that the court will keep
- ☒ July 2004
- ☒ July 2005
- ☒ July 2006

OPERATIONS ORGANIZATIONAL STRUCTURE (V)

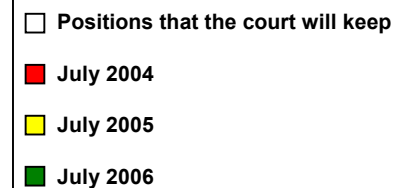
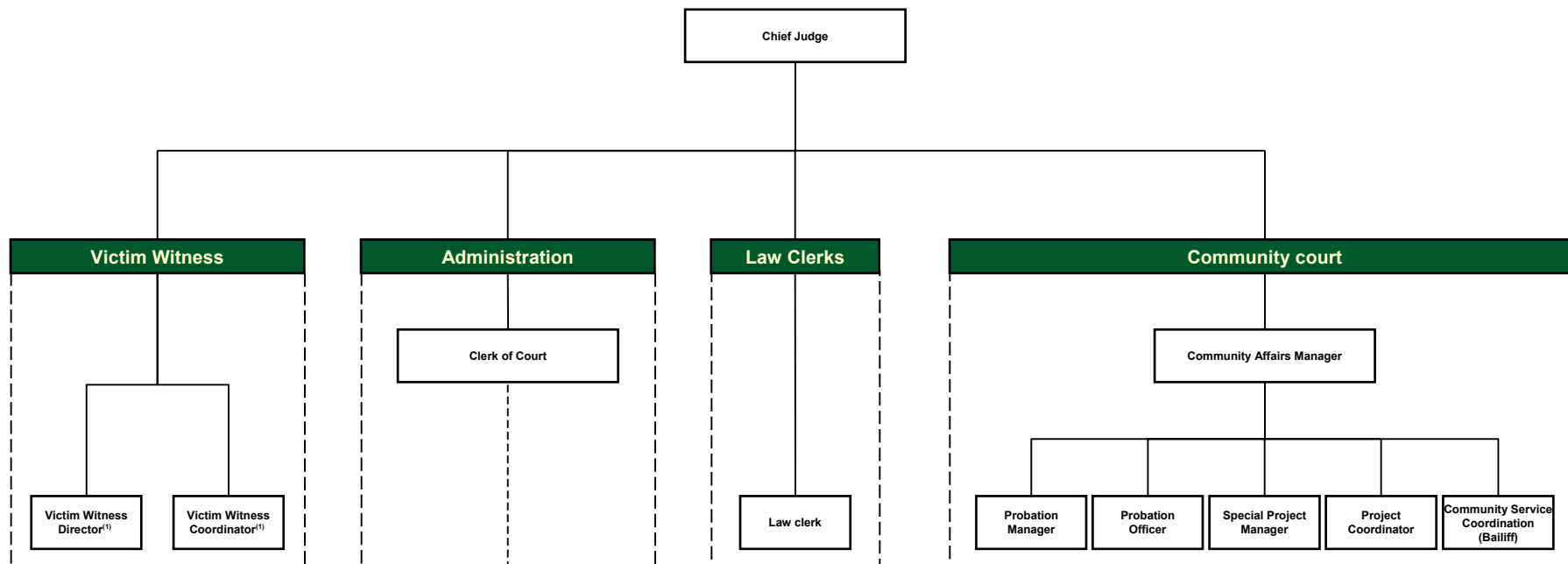
Operations (III)



- ☐ Positions that the court will keep
- July 2004
- July 2005
- July 2006

COMBINED COURT ORGANIZATIONAL CHART (VI)

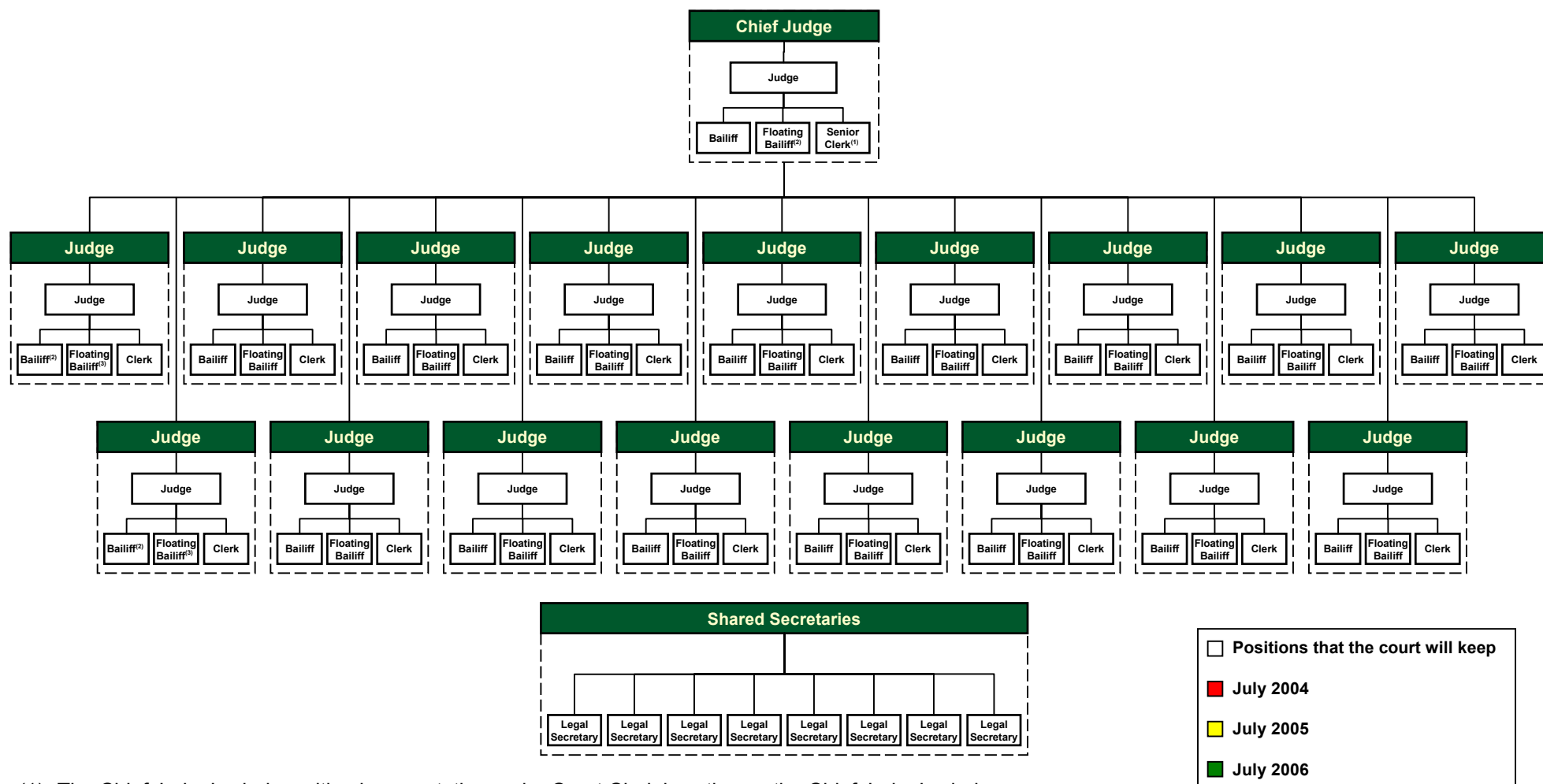
Chief Judge



(1) Grant funded

COMBINED COURT ORGANIZATIONAL CHART (VII)

Judicial Staff



- (1) The Chief Judge's clerk position is vacant, the senior Court Clerk is acting as the Chief Judge's clerk
 (2) The Floating Bailiff in the A.M. session will become a permanent bailiff
 (3) This position is vacant and should be filled

Source: Atlanta Municipal Court, City of Atlanta personnel and finance department, BCG interviews and analysis

AGENDA

Introduction and context

Executive summary

Section 1: Review of current operations

Section 2: Benchmarking results

Section 3: Proposed structure and court management

- **Proposed structure**
- **Management tools**

Section 4: Headcount and budget implications

Section 5: Facilities recommendations

Section 6: Transition plan

Appendix

COURTS SHOULD GO PAPERLESS AS SOON AS POSSIBLE

Paperless courtrooms require all incoming documents to be scanned and entered into the system

- **Electronic copy becomes the official record**
- **Electronic record is constantly updated until case is disposed and judgment is satisfied**

Several advantages to paperless courtrooms

- **Improves efficiency (no paper pushing)**
- **Improves accuracy (no outdated paper records)**
- **Ensures consistency (Court, Solicitor, Public Defender all using the same record)**

Traffic court has invested heavily in its new system and is well positioned to go paperless next year (July 2004)

- **Real-time two-way interfaced needed between SCT Banner and CJIS**
- **Municipal Court IT system must migrate from CJIS to SCT Banner before paperless courtrooms are possible for Municipal cases (January 2006)**

MIAMI-DADE PAPERLESS COURT

Interview

- **Ricky Schectman**
 - Senior Deputy-Clerk Miami-Dade
- **Manuel Carames**
 - Assistant Courts Division Chief Traffic and Misdemeanor Division
- **Ralph M. Padron**
 - Courts Operations Officer Traffic and Misdemeanor Division

S.P.I.R.I.T. capabilities (paperless court system)

- **Calendaring Workbench computer program**
 - schedules 760K traffic cases in 23 courtrooms
 - managed by a single employee
 - takes into consideration Judges' schedules, officers' schedules, speedy trial requirements, etc.
- **Scanning, quality assurance, and data entry**
 - 2.5M documents related to traffic cases are scanned per year
- **Electronic citations (to be introduced Q4 2003)**
- **Integration of State Attorney and Public Defenders'**
- **Electronic filing**
 - standard clerk forms
 - notify State Attorney's office on criminal cases

Benefits achieved by going paperless

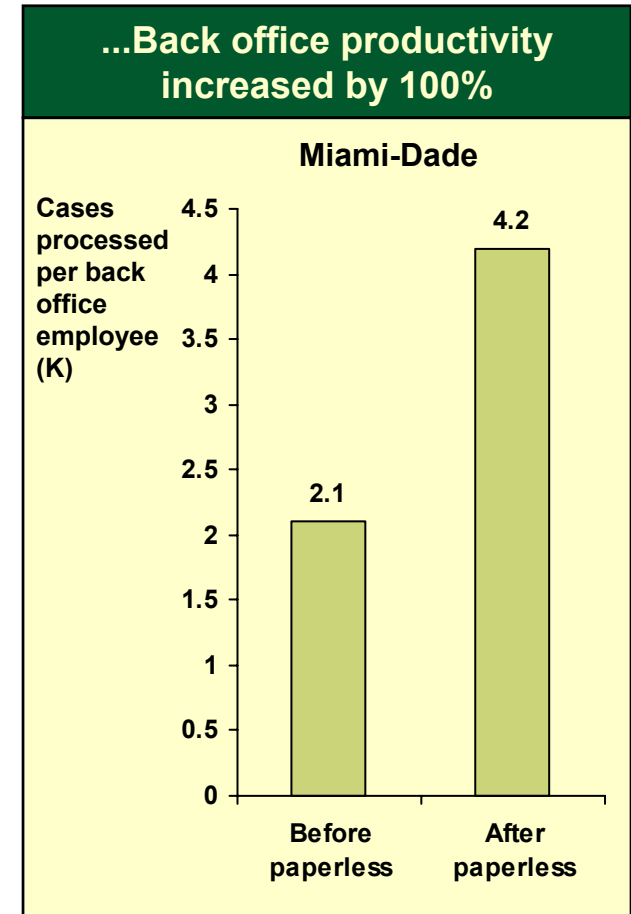
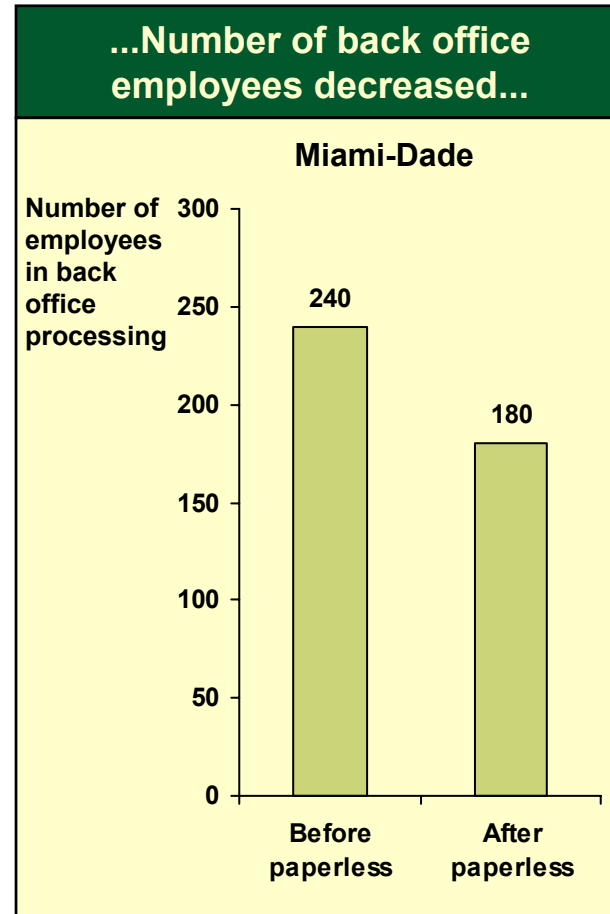
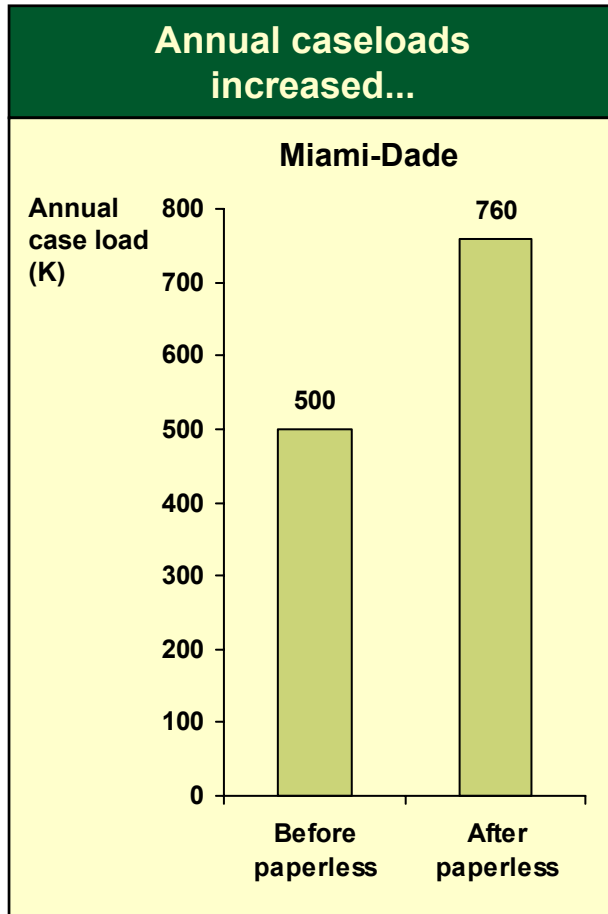
- **Back office productivity increased by 100%**
- **Calendaring Workbench saves \$7.0M in police officer overtime**
- **Data entry error rates dropped from 15% to 1%**
- **Time delay between when a citation is written and when it is entered into the system dropped from 21 days to 5 days**

Key findings

- **Staged rollout one courtroom at a time**
- **80% of the benefit is achieved by going paperless inside the court**
- **Some Judges and staff were initially not receptive to going paperless, but today the same people have become advocates**
- **Extensive training is critical to the successful implementation of a paperless court**

PAPERLESS COURTROOMS LEAD TO INCREASED PRODUCTIVITY

Miami-Dade Can Serve as a Model



COMPREHENSIVE MANAGEMENT REPORTS ARE NEEDED TO SUPPORT EFFICIENT OPERATION OF THE COURTS

Measurement of performance to be strengthened in Atlanta's Courts

Both courts do some data tracking today but needs to be more systematic

- Information on time to disposition and number of appearances per disposition not readily available

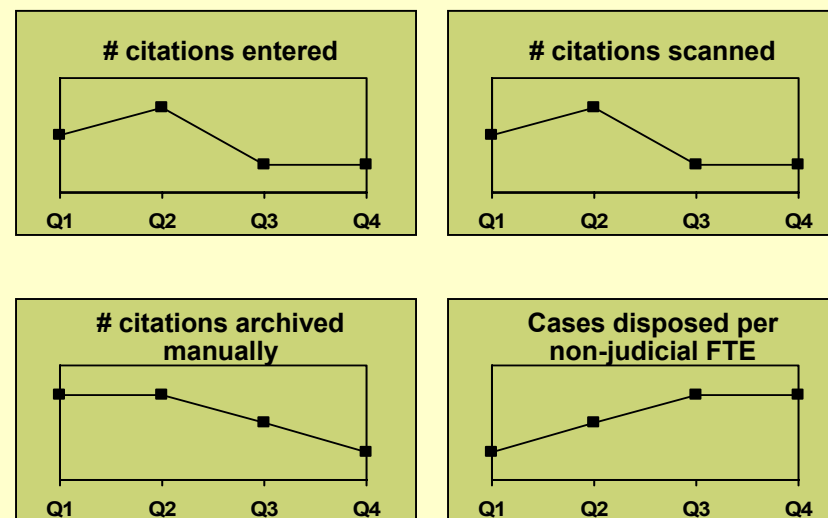
Metrics are required to efficiently run the combined court functions

- Need ability to quickly spot trouble areas during the transition process
- Ensure quality of service when operating with fewer staff

Several other courts we spoke to rely on regular metrics reports to support management decisions

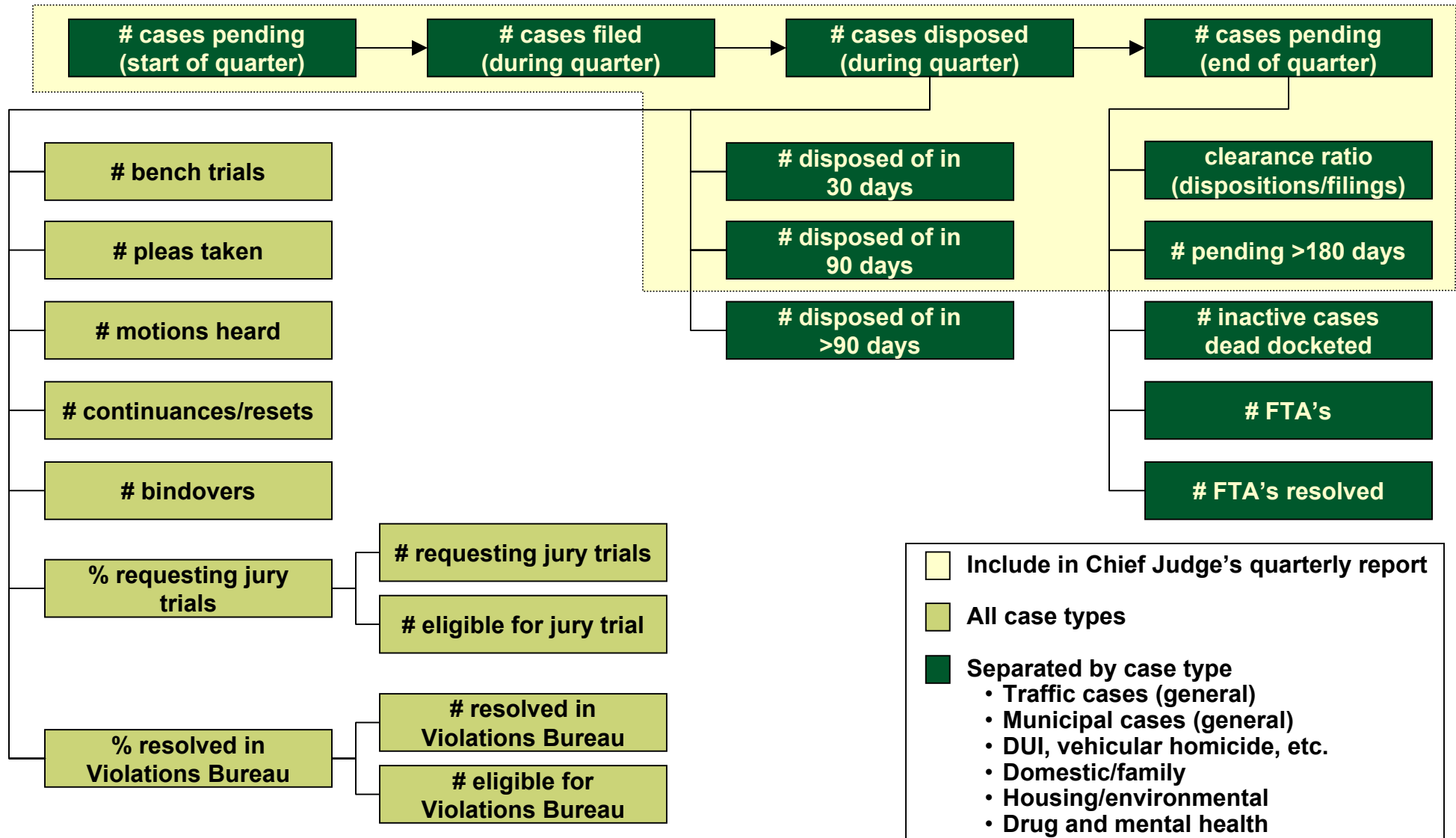
Sample proposed dashboard

Citation processing

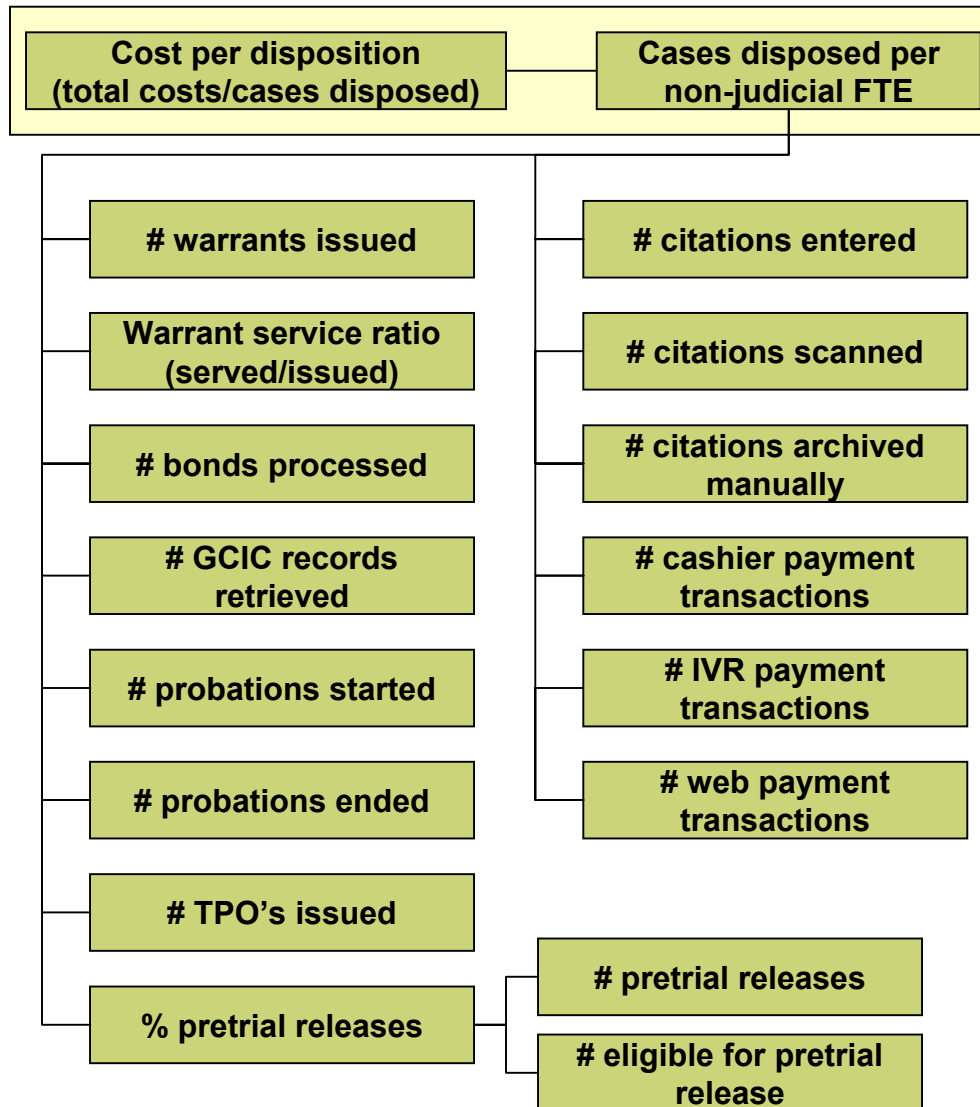


- Each metric should be clearly defined
- Responsibility for timely creation of metrics should be clearly identified

QUARTERLY CASELOAD AND DISPOSITION METRICS

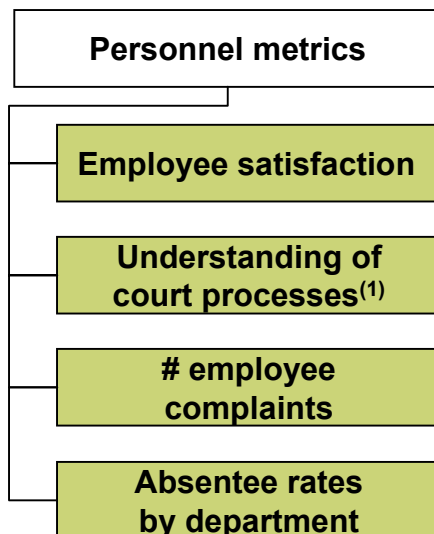


QUARTERLY NON-JUDICIAL METRICS



- Include in Chief Judge's quarterly report
- All case types
- Separated by case type
 - Traffic cases (general)
 - Municipal cases (general)
 - DUI, vehicular homicide, etc.
 - Domestic/family
 - Housing/environmental
 - Drug and mental health

QUARTERLY PERSONNEL METRICS



- Include in Chief Judge's quarterly report
- All case types
- Separated by case type
 - Traffic cases (general)
 - Municipal cases (general)
 - DUI, vehicular homicide, etc.
 - Domestic/family
 - Housing/environmental
 - Drug and mental health

Proposal for collecting personnel metrics

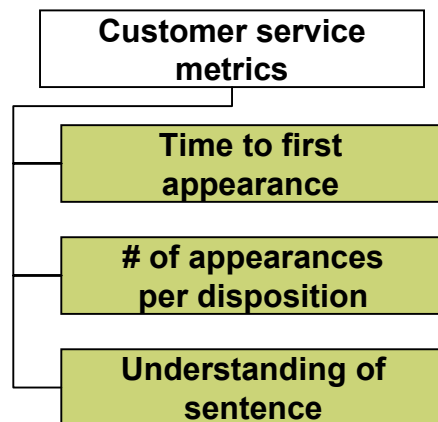
Employee satisfaction/understanding of court processes

- Develop a short simple form to capture overall satisfaction levels as well as satisfaction with key job components, e.g., how you are treated, meaningful work, provision of customer service. Department name should also be identified, e.g., finance, warrants, etc.
- Form should also capture whether employees understand their new processes (only include for the first 12-24 months)
- Provide an anonymous method for collecting data: blank forms, low-cost web based survey software (Survey Marker, Web Surveyor, etc.)

Data on complaints and absenteeism should already be available

(1) Only required during the first 12-24 months of operation

QUARTERLY CUSTOMER SERVICE METRICS



Proposal for collecting customer service metrics

Understanding of sentences

- Develop short simple form to capture case type, presiding Judge, whether sentence was understood and list of potential reasons if not understood
- Have floating bailiffs distribute forms to a random selection of defendants on a few days each quarter. Provide a secure drop box for completed form near the exit
- Ask Judges to promote awareness of this process during each court session

Time to first appearance and # of appearances per disposition can be calculated using existing data

 Include in Chief Judge's quarterly report

 All case types

 Separated by case type

- Traffic cases (general)
- Municipal cases (general)
- DUI, vehicular homicide, etc.
- Domestic/family
- Housing/environmental
- Drug and mental health

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- **Overview of cost savings**
- **Headcount reduction timeline and justification**

Section 5: Facilities recommendations

Section 6: Transition plan

Appendix

ESTIMATED COST SAVINGS

Sources of annual savings (\$M)	2004	2005	2006-forward
Optimizing Municipal Court operations	0.8	0.8	0.8
Optimizing Traffic Court operations ⁽¹⁾	3.7	3.7	3.7
Combining operations in one building	0.7	1.4	1.4
Savings from improved IT systems	0.1	0.5	0.9
Combining Solicitors' and Public Defenders' locations	0.3	0.3	0.3
Total savings	5.6	6.7	7.1
One time costs			
Incremental building costs	2.1	N/A	N/A
Investment in IT systems	1.2	2.0	N/A
NET ANNUAL SAVINGS TO ATLANTA	2.3	4.7	7.1

(1) Net of \$100K for additional police staff that may be needed in order assume the responsibility for Traffic Court warrants.

Source: Municipal Court and Traffic Court data; City personnel and finance department data; BCG interviews; BCG estimates and analysis

PROPOSED CHANGES WILL SAVE THE CITY \$7.1M PER YEAR BY 2006

		2006 annual savings (\$M)
Staffing	• Eliminating 35 vacant but funded positions	1.8
	• Optimizing current Municipal Court processes reduces 6 positions	0.3
	• Optimizing current Traffic Court processes reduces 36 positions	1.3 ⁽¹⁾
	• Reducing 14 overlapping positions in the combined court operations	0.7
	• Using better IT support systems reduces 20 positions	0.8 ⁽²⁾
		4.9
Contracted services	• Consolidating security operations	0.4
	• Reducing the number of court reporters from 12 to 6	0.3
	• Elimination of pro hac usage	0.7
	• Elimination of warrant service officers	0.2
		1.6
Facilities	• Consolidating Solicitors' Offices in the new building saves rent	0.2
	• Consolidating Public Defenders' offices in the new building saves rent	0.1
	• Consolidating Pretrial services into new building saves rent (Tech center)	0.1
		0.4
Other items	• Miscellaneous items ⁽³⁾	
		0.2
		\$7.1

(1) Net of \$100K for potential increased staff in Police Department for handling Traffic Court warrants

(2) This figure is \$0.1M lower than IT savings on slide 90 due to exclusion of savings from reduced printing and binding fees, supplies and reduced use of City vehicles.

(3) Includes many small items e.g., \$11K lease on baggage scanner, \$27K on media subscriptions, \$5K on "Courtroom 7" lease (details on separate slide)

Source: Municipal Court and Traffic Court data; City personnel and finance department data; BCG interviews; BCG estimates and analysis

DETAIL ON OTHER SAVINGS

Miscellaneous Items

	2006 annual savings (\$K)
Rental of trailer for “Courtroom 7”	5
Leased baggage scanner	11
Consumable supplies	40
Interpreters⁽¹⁾	33
Media-electronic and traditional	27
Motor Equipment	9
Printing and Binding	62
Training registration fees and business travel⁽²⁾	20
Uniforms	33
	\$240⁽³⁾

(1) Municipal Court can also utilize the Language Line

(2) Traffic Court budget reduction (currently \$48K higher than Municipal Court budget)

(3) Rounded to \$0.2M on page 91

Source: Municipal Court and Traffic Court data; City personnel and finance department data; BCG interviews; BCG estimates and analysis

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Appendix

FUNCTIONS CATEGORIZED ACCORDING TO WHERE THEY REPORT IN THE FINAL ORGANIZATION

Finance and customer service

Deputy Clerk – Finance and customer service

- Administration and cash
- Personnel
- Purchasing
- Call center

Operations

Deputy Clerk - Operations

- Bonds and warrants
- Court information
- Records and archives
- Non-judicial courtroom support
- Building and grounds
- Mail support
- Jury management
- Appeals

Reports to Chief Judge

Chief Judge

- Judicial support staff⁽¹⁾
- Probation and community service
- Victim witness
- Law clerks
- Pretrial services

Information technology

Department of Information Technology

- IT services

(1) Report to individual Judges today. Recommendation is that they jointly report to the Clerk of Court in future

COURT CONSOLIDATION HEADCOUNT PLAN

Finance (I) – Admin and Cash

• M = Municipal
• T = Traffic
• C = Combined
• x/yV = x total
positions, of
which y are
vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Admin. and support					
• Budget Manager (T)	1	1			
• Admin Analyst Sr. (T)	1V				
• Rev. Coll. Admin. (T)	1				
• Budget Manager (M)	1				
• Data Clerk (M)	1	1			
• Deputy Clerk Finance and Customer Service (C)			1	1	1
• Data Clerk (C)			1	1	1
Cash administration					
• Asst. Dir. (T-just filled)	1				
• Crt. Admin. Supervisor (T)	2				
• Admin. Anal. Sr. (T)	1V				
• Cash Coll. Tech. - Officework (T)	1				
• Cash Coll. Supervisor (M)	1V				
• Cash Coll. Supervisor Crt./Admin. Supervisor (C)		1	1	1	1
Cashiers					
• Cash Coll. Tech. - Window/Court (T) ('04- Court)	5/1V	4			
• Cash Coll. Tech. - Window/Lockbox (T) ('04- Window)	1	4			
• Admin. Asst. Sr. - Mail Cashier (T)	1				
• Cashier (M)	1	1			
• Cash Coll. Tech. Sr. (M)	2/1V	1			
• Cash Coll. Tech. - Window (C)			4	4	4
• Cash Coll. Tech. - Court (C) (handles FTA and closed file copies)			3	3	3
Total Headcount	21/5V	13	10	10	10

CASH MANAGEMENT / ACCOUNTING (I)

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Description</p> <ul style="list-style-type: none"> • Budget Manager oversees finance division, including collections and budgeting, purchasing and personnel • 2 FTEs assist budget manager, 1 is vacant, other is the internal auditor • 4 FTEs (1 vacant) work in cash administration, overseeing the cashiers and handling the back end of processing of collections • 1 Cash Coll. Tech. works in the office doing paperwork, largely filing of citations • 5 FTEs (1 vacant) are posted at the windows accepting payments from walk-ups and from defendants exiting court <ul style="list-style-type: none"> - it takes approximately 1 minute and 45 seconds to process a payment from a person that is coming directly from court. Dealing with a defendant who has come in to pay before the court date takes longer because the paper citation must be located. However, once the paper is eliminated they will take the same amount of time • 1 FTE works at both the window and handles citations that have been rejected from the parking lock box (approx. 15-20 a day) • 1 FTE exclusively handles traffic citation payments received via mail, handling about 35-75 citations a day. Much of the workload per citation involves retrieving the paper copies, manual logs, and refiling of citations 	15/3V	3V 10 FTEs serving both Municipal and Traffic will remain in end state

**Jan 2006
FTE = 10**

CASH MANAGEMENT / ACCOUNTING (II)

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Personnel recommendations</p> <ul style="list-style-type: none"> • The combined court will need only one Budget Manager with one Administrative Assistant or Data Clerk • The Cashiers will be divided into two divisions, based on the design of the new building. 4 FTEs will be at the window and 3-4 will be at the cashier stations between the courtrooms • Only one back office position (a supervisor) will be needed for several reasons: <ul style="list-style-type: none"> - the Cashiers will no longer be dealing with the actual paper tickets and much of the filing, refiling, and bundling of tickets will no longer be necessary, i.e., when a citation leaves the area to receive a Judge's signature and needs to be refiled - 1 supervisor is sufficient for 7 positions, according to NCSC Traffic Court review <p>Process recommendations</p> <ul style="list-style-type: none"> • Currently, at the end of the day, the cashiers are reentering all of their information into excel spreadsheets to check their work. SCT Banner should be used to manage all cash collection and redundant data entry should be eliminated • Currently, the cashiers are often responsible for entering the dispositions when defendants come directly from the courtroom. This should be handled only by the court clerks, as it often results in errors (especially when defendants plead down to lesser offenses but cashier incorrectly enters the disposition as guilty to the more serious charge on the original citation) • The cashiers at the windows will be able to handle the flow of citations that come via mail as they will no longer be dealing with defendants directly from the courtroom. Also, this process will be much quicker once the paper tickets are removed from the process and all information is routed electronically • Functions of the FTA and closed files areas should be assumed by the cashiers in their new role as customer service representatives 		

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

FINANCE ADMINISTRATION

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

Description

- Municipal Court has 2 FTEs in its finance administration, one Budget Manager and one Data Clerk
- Responsibilities of Budget Manager include
 - conducting analysis
 - monitoring budget and expenses and reconciling accounts
 - meeting various assignments given by immediate supervisor and Judges (upon request) and all reporting deadlines
 - handling and interacting on behalf of court with outside departments and vendors on court-related issues
 - verifying the various reports distributed from the Cashier's Office
 - providing all documentation, analysis and reporting required throughout budget season
- Responsibilities for the Data Clerk include
 - data entry, compilation and verification associated with reports generated
 - memos and correspondence
 - maintaining and dispensing supplies (when required)
 - filing

2

0

Positions
will be
consolidated

Jan 2006
FTE = 0

Personnel recommendations

- This functional area should be merged with Traffic Court in January of 2004 and will expand. There will be 2 FTEs with accounting technician type responsibilities, one handling purchasing and the other personnel. There will also be a manager specifically over the cashiers and collections. (See organizational charts)

CASHIER

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

4/2V

2V

8 cashiers will serve
the combined court

Jan 2006
FTE = 2

Description

- Municipal Court currently has two FTEs working as cashiers. The Acting Cash Collection Supervisor works 8am – 4:00pm, the Cashier works 10:30am – 6:00pm
- The Acting Cash Collection Supervisor completes the Daily Cash Report, which takes about an hour and can be completed intermittently in between payments, and any compilation of data for monthly/quarterly reports. They are also responsible for keeping an accurate accounting of daily monetary intake
- The Cashier performs the tracking of daily financial transactions, any data entry of reports as needed (e.g., Time-To-Pay) but mainly performs cashiering functions
- Only 1 cashier station is open during court and the other FTE performs clerical duties when they are not accepting payments

Personnel recommendations

- While one cashier station is more than sufficient for the payment volume of the Municipal Court and the clerical work can be completed while manning the register, it is not possible to reduce the number of cashiers, given the hours that it must be open continuously, 8 AM-6PM
- When the courts share one building, the cashiering division will be combined. See Cash Management / Accounting (I), Traffic Court. The cashiers will continue to use JALAN for Municipal Court payments until the Municipal Court comes on to SCT Banner

Process recommendations

- The paperwork completed by the cashiers after each session and each day for both the Court and the City Treasury is extremely tedious and manual, with much of the data being written out by hand. These reports should be reviewed and automated if possible, given the constraints of the City Treasury

COURT CONSOLIDATION HEADCOUNT PLAN

Finance (II) – Personnel and Purchasing

- M = Municipal
- T = Traffic
- C = Combined
- x/yV = x total positions, of which y are vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Personnel <ul style="list-style-type: none"> • Traffic <ul style="list-style-type: none"> - Deputy Director (T) - HR. Spec. Sr. (T) - HR. Tech. Sr. (T) • Combined <ul style="list-style-type: none"> - HR Analyst (C) 	3/1V { <div> 1V 1 1 </div>	1			
			1	1	1
Purchasing <ul style="list-style-type: none"> • Traffic <ul style="list-style-type: none"> - Admin. Analyst (T) - Admin. Asst. Sr. (T) - Office Asst. Sr. (T) • Municipal <ul style="list-style-type: none"> - Acct. Tech. (M) (has some collections responsibility) • Combined <ul style="list-style-type: none"> - Acct. Tech/Admin. Anal./Admin. Asst. (C) 	3/1V { <div> 1 1 1V </div> 1 —	1			
	1	1			
			1	1	1
Total headcount	7/2V	3	2	2	2

PERSONNEL

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

Description

- Responsibilities
 - recruiting
 - hiring (background checks, verification of employment)
 - termination
 - maintain employee files and forms (160 active files)
 - forward duplicate files to City of Atlanta personnel department
- 17 positions were filled by personnel department in 2003
- Payroll function
 - check time cards and add up hours (20 hours of work every two weeks - 10 hours for two employees every two weeks)
 - total time need per year to add up payroll hours is equal to 520 hours (26 two week periods x 20 hours per period)
 - fully loaded annual department personnel cost is equal to \$102.20 $([\$41.1K + \$34.6K] \times 1.35)^{(1)}$
 - department personnel cost per hour is equal to \$35 $(\$102.2K / (2 \text{ employees} \times 1,462 \text{ working hours per year}))$
 - estimated annual cost of checking and adding up time cards is equal to \$18.2K $(520 \text{ hours} \times \$35 \text{ per hour})$
 - check payroll for part-time Atlanta Police Department officers employed by the Traffic Court (45 in total, 7 per day)
- Monitor employee parking compliance
- Hand deliver payroll checks
- Distribute MARTA cards to employees

Combined court will have one employee to handle personnel and an additional person to handle training

Jan 2006
FTE = 2

Personnel recommendations

- A single full time employee should be able to handle the combined personnel functions for the Traffic and Municipal courts
- A full time employee to manage and administer training, including IT training should be added given the major changes the court will be undertaking. This position should also include the administration of staff performance evaluations

Process recommendations

- Payroll checks and MARTA cards should be distributed by department managers
- Employee parking compliance should be enforced by security
- Install an automated time clock system throughout the new court building that will add up employee hours

(1) Used City of Atlanta 2004 employee benefit expense allocation of 35.04% of salary

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

PURCHASING

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

Description

- Fill out order forms for supplies and equipment purchases including contracted services
- Select vendor
- Verify delivery of product or service
- Verify invoices received from vendors
- Fill out disbursement request form
- Submit disbursement request form to City Hall
- Purchases greater than \$1.0K must be submitted to City Hall for competitive bidding

3/1V

3/1V
(need just
single
position
from
Municipal
Court)

Personnel recommendations

- A single full time employee should be able to handle the combined purchasing functions for the Traffic and Municipal Courts

Jan 2006
FTE = 0

PURCHASING

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Description</p> <ul style="list-style-type: none"> • Responsibilities of the Accounting Technician include <ul style="list-style-type: none"> - payment of invoices - processing supply and delivery orders - processing financial payments - auditing and preparing invoices and vouchers for log books - reconciling ledger accounts <p>Personnel recommendations</p> <ul style="list-style-type: none"> • This functional area should be merged with Traffic Court in January of 2004 and this position will be incorporated 	1	1 position will be consol- idated

**Jan 2006
FTE = 0**

COURT CONSOLIDATION HEADCOUNT PLAN

Finance (III) – Call Center

- M = Municipal
- T = Traffic
- C = Combined
- x/yV = x total positions, of which y are vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
<div> <div>Call center</div> <div> <ul style="list-style-type: none"> • Traffic <ul style="list-style-type: none"> - Admin. Analyst Sr. (T) - Admin. Supervisor (T) - Cash Coll. Sup. (T) - Cust. Service Info. Specialist (T) - Cust. Service Info. Specialist (T) • Municipal <ul style="list-style-type: none"> - Receptionist/Bailiff (M) • Combined <ul style="list-style-type: none"> - Admin. Analyst Sr. (C) - Cash Coll. Sup. (C) - Cust. Service Info. Specialist (C) - Cust. Service Info. Specialist (C) </div> </div>	<div> <div>8</div> <div> <div> <div>1</div> <div>1</div> <div>1</div> <div>4</div> <div>1</div> </div> <div>1</div> </div> </div>	1	1	1	1
		1	1	1	1
		7	7	7	7
Total headcount	9	9	8	8	8

CALL CENTER

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

Description

- 3.4K calls per week or 176.8K calls per year (direct from IVR reports)
- Annual personnel expense (includes 35% for benefits) equal to \$300.9K
- Average personnel cost per call answered equal to \$1.70⁽¹⁾
- Low cost per call compared to benchmark is likely due to longer wait times for Traffic Court call center (Average speed to answer for external benchmark was 28 seconds vs. several test calls to the Traffic Court where time to answer varied from 10 to 20 minutes)

8

0

1 position to
be
consolidated
from
Municipal
Court

Personnel recommendations

- The Administrative Analyst (department manager) or Court Administrative Supervisor (department assistant manager) should assume responsibility for cash collection
 - eliminate the cash collection supervisor position and one of the other two
- Add two FTEs to answer phones

Jan 2006
FTE = 8

Process recommendations

- The Traffic Court IVR system should be modified so it includes information and call routing for the Municipal Court
- Staff inside the Traffic Court Call Center should have access to CJIS terminal so they can answer Municipal Court related questions
- Add the following message to the Traffic Court IVR system "It normally takes N days for a citation to be posted to Traffic Court system from the day it is written. If it hasn't already been N days, please wait a few days and call us back since our customer service representatives will not have access to your citation if it's not currently in our system. Thank you for your patience"

(1) BCG benchmark equal to \$2.62 - Retail Financial Call Center: External Benchmarking - January 2003

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

CALL CENTER

Description and recommendations

Description

- AM session only
- Answering phone, assisting the public, forwarding calls as appropriate
- Interpretation services

Personnel recommendations

- This position should be consolidated into the Traffic Call Center in July of 2004. Language Line will be used for interpreting

Current
FTE count
(V=vacancy)

1

Proposed
FTE reduction
(V=vacancy)

1
position will
be
consolidated

Jan 2006
FTE = 8

COURT CONSOLIDATION HEADCOUNT PLAN

Warrants, Contempt and Bonds

Position title		2003	2004		2005	2006
		Dec	Jan	Jul	Jan	Jan
Sr. Court Clerk (acting warrants clerk) (M)	1	1				
Warrant services						
• Traffic						
- Admin. Analyst (T)	4	1				
- Warrant Serv. Supervisor (T)		1				
- Collection Clerk (T)		2				
- Warrant Police Officers (T)		~6				
24 hour information center						
• Traffic						
- Warrant Services Officer - 24 hour (T)	5V	5V				
Contempt						
• Traffic						
- Computer Data Tech - Contempt (T)	4	1				
- Office Asst. - Contempt (T)		1				
- Admin. Asst. - Contempt (T)		1				
- Admin. Analyst Sr. (T)		1				
Bond office						
• Traffic/Municipal						
- Bond Administrator (T/C)	12	1				
- Officer Supervisor (T/C)		1				
- Admin. Analyst (T/C)		2				
- Cash Coll. Tech. (T/C)		1				
- Bond Clerk (T/C)		6				
- Office Asst. (T/C)		1				
Warrant Clerk/Analyst (C)			1	1	1	1
Warrant Clerk/Analyst (C)			1	1	1	1
Warrant Office Assistant (C)			2	2		1 ⁽¹⁾
Bond Administrator/Office Supervisor (C)			1	1	1	1
Bond Clerk (C)			6	6	3	2
Total headcount		32/5V	11	11	6	6

• M = Municipal
 • T = Traffic
 • C = Combined
 • x/yV = x total positions, of which y are vacant

(1) Position transferred from former Municipal Records Department

WARRANTS SERVICES

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
Description <ul style="list-style-type: none">• 6 part-time Atlanta Police Department (APD) off duty police officers serve Traffic Court warrants• Attempted to serve 12.6K warrants last year or 48 warrants per day (~5 actually served)• Served warrants result in four possible outcomes<ul style="list-style-type: none">- wrong address - added to bad address list and kept on file in warrant office- correct address but defendant not present - card is left, four more attempts are made- defendant is served with a copy of the charges- defendant is arrested• Monitor Private Probation Services• Some staff members in this department are helping with the Traffic Court transition to a paperless court	4 traffic court	3 traffic court
Process recommendations <ul style="list-style-type: none">• Traffic Court should follow the same procedure that the Municipal Court uses to serve their warrants<ul style="list-style-type: none">- Court personnel enters APD Field Operations Division (FOD) via facsimile during the day and hard copies are sent via courier at the end of each day- APD enters warrant information into GCIC- APD is responsible for serving warrants		
Personnel recommendations <ul style="list-style-type: none">• Due to automation and reduced workload the Traffic Court should eliminate the following positions in this department (just one position needed, similar to Municipal Court)<ul style="list-style-type: none">- one Warrant Services Supervisor- two Collection Clerks• Traffic Court should eliminate the use of off duty Atlanta Police Department officers to serve Traffic Court warrants because these warrants can be served by the Atlanta Police Department and its FOD		
IT recommendations <ul style="list-style-type: none">• Court should establish a dedicated real-time data link between SCT Banner and the APD FOD as a temporary measure until a full link is established between SCT Banner and CJIS• Case Management software should automatically send copies of warrants issued and canceled to APD FOD after judicial approval		

Jan 2006
FTE = 1

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

WARRANTS SERVICES

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

1

0

Description

- Update CJIS with warrant information
- Fax new warrant and warrant cancellation forms to the APD FOD
- Send hard copies of new warrants and warrant cancellations to APD FOD
- Maintain outstanding warrant file
- Send warrant information to bond office (i.e., defendant out on bond fails to appear and the Judge issues an arrest warrant)

Jan 2006
FTE = 1

Recommendations

- No proposed employee reductions recommended for this department
- 1 FTE will be transferred from Records Division in January 2006

24 HOUR INFORMATION CENTER

Description and recommendations		Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
Description <ul style="list-style-type: none">• 24 Hour Information Center will be staffed by five Warrant Service Officers• Any enforcement agency can call to verify any outstanding Traffic Court warrants		5V	5V
Process recommendations <ul style="list-style-type: none">• APD FOD will manage Traffic Court warrants including a 24 hour information center and updating GCIC therefore eliminating the need for a Traffic Court 24 Hour Information Center (i.e., same situation as Municipal Court)		<div>Jan 2006 FTE = 0</div>	
Personnel recommendations <ul style="list-style-type: none">• Do not staff the 24 hour Information Center and eliminate the five vacancies associated with this department			

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

CONTEMPT

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

4

4

Jan 2006
FTE = 0

Description

- Send notice of license suspension to Department of Public Safety (DPS)
- Log in certified mail received by Traffic Court
- Retype 912 forms which are found to have errors
- Answer customers questions about license suspensions
- 300 to 400 license suspensions per week

Process recommendations

- This process is being automated by SCT banner and the department should be eliminated
- Certified mail should be received and logged in by the personnel in the Clerk of Court office
- Call Center employees should be trained to answer questions on license suspensions

BOND OFFICE

Description and recommendations

**Current
FTE count
(V=vacancy)**

**Proposed
FTE reduction
(V=vacancy)**

12

8

Description

- Document filing of bonds for both the Municipal Court and Traffic Court
- Approximately 1,500 bonds per month from Traffic Court
- Approximately 300 bonds per month from Municipal Court
- No automation (i.e. typewritten logs, photocopy citations, moving documents from one file cabinet to another, etc.)

**Jan 2006
FTE = 4**

Personnel recommendations

- The responsibilities of the Cash Collection Technician should be performed by Bond Office Manager and sent directly to main Cashiers
- Introduce database automation to allow for the elimination of the following positions
 - 2 Administrative Analysts
 - 1 Office Assistant
- Based on workload and capacity there should be just one supervisory position, i.e., eliminate one of these positions
 - Bond Administrator or Office Supervisor

IT recommendations

- Expand the use of SCT banner for Traffic Court cases even before the CJIS link is completed
- Build a database with imaging capabilities to keep track of bonds and associated files within SCT Banner

COURT CONSOLIDATION HEADCOUNT PLAN

Court Information

- M = Municipal
- T = Traffic
- C = Combined
- x/yV = x total positions, of which y are vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Court information					
<ul style="list-style-type: none"> • Traffic <ul style="list-style-type: none"> - Admin. Analyst - Ombudsman (T) 3/1V { - Cust. Serv. Info. Spec. - Outside courtroom (T) 2/1V • Municipal <ul style="list-style-type: none"> - Information and Appearance Bailiff (M) 2/1V — • Combined <ul style="list-style-type: none"> - Information and Appearance Bailiff(C) 	1 2/1V 2/1V	1 1			
			1	1	1
Total headcount	5/2V	2	1	1	1

COURT INFORMATION

Description and recommendations

Description

- 1 FTE sits outside the courtrooms at a desk with a computer in the public waiting area and assists the public as needed
- 1 FTE is the newly designated ombudsmen for handling public complaints

Personnel recommendations

- Continue to post 1 FTE with a computer in the main entry area to assist the public. This position will also handle Municipal Traffic and police appearance responsibilities when the Municipal Court moves into the Traffic Court building
- Eliminate the vacancy and the ombudsmen position
- There is no formal procedure or process by which the ombudsmen receives or handles issues, and does not keep any records. The ombudsmen has no authority to make any decision. Customer service issues should be handled by the call center, the staff at the customer service windows, the clerk, and the judicial staff
- The ombudsman duties will be taken on by a new position in the administration, a communications specialist (see section on administration)

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

3/1V

2/1V

A single Customer
Service Information
Specialist will serve
the combined court

Jan 2006
FTE = 1

COURT INFORMATION / APPEARANCE

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Description</p> <ul style="list-style-type: none"> The Municipal Court has a station outside of the courtrooms that has a dual purpose—to assist members of the public and to communicate with the various police zones to ensure officers appear in Court <p>Personnel recommendations</p> <ul style="list-style-type: none"> There is a specific FTE assigned to this post in the morning. In the afternoon, the position is filled by the weekend bond hearing bailiff and clerk or other court staff. The position should not be filled and other court staff should continue to be used to fill the position daily When the courts operate in one building, this position will remain and the FTE will assist the public with both Municipal and Traffic issues. Traffic Court does not currently have an FTE who communicates specifically with police <p>Process recommendations</p> <ul style="list-style-type: none"> When the court moves to full day sessions, only 1 FTE will be needed 	<p>2/1V</p> <div data-bbox="1605 439 1943 602"> <p>A single Customer Service Information Specialist will serve the combined court</p> </div> <div data-bbox="1665 632 1877 749"> <p>Jan 2006 FTE = 0</p> </div>	<p>2/1V</p>

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

COURT CONSOLIDATION HEADCOUNT PLAN

Records, Archives and Customer Service

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Assistant Deputy Clerk - (M)	1	1	1	1	
Office Assistant Sr. (M)	2/1V	1	1	1	
Data Clerk (M)	1	1	1	1	
Data Clerk-extra help (M)	1	1	1	1	
FTA Files					
Administrative Asst. (T)	1				
Officer Asst. Sr. (T)	1				
Archives					
Records Manager (T)	1				
Office Asst. (T)	2				
Closed Files					
Records Analyst-moving project (T)	1				
Customer Service Rep (T)	1				
Office Asst. (T)	1				
Info. Services Coord. (T)	1				
Customer Service Window Next to Cashiers					
Customer Service Specialist (T)	1				
Office Asst. (T)	1V				
FTA/Archives/Closed Files					
Manager (C)		1	1	1	1
Customer Service Reps./Office Asst. (C)		3			
Total headcount	16/2V	8	5	5	1

FTA FILES/ARCHIVES/CLOSED FILES & CUSTOMER SERVICE (I)

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Description</p> <ul style="list-style-type: none"> • Closed files <ul style="list-style-type: none"> - located behind the customer service windows - 75-100 customers are served per day, usually within a matter of 1-3 minutes - as much information as possible is collected from the customer - if it is a closed case, citation is looked up in SCT Banner and printed if available. Paper files are also on hand for photocopying if case is not locatable in SCT Banner - if it is a non-recent FTA, the FTE fills out a form to search for the ticket and delivers to the FTA area. - if it is a recent FTA, and the ticket is still on the wheel, the customer is directed to the service counter in front of the wheel - if the file is in archives and the original is needed, a request is sent to archives • FTA files <ul style="list-style-type: none"> - stored in a room behind closed files, filed alphabetically by year back to 1997 - pull about 75 files a day (usually 15 seconds) and also file in new tickets every morning for approximately 1 hour - forms must be filed if an original is needed • Archives <ul style="list-style-type: none"> - located in the basement, accusations filed based on year issued alphabetically. Citations filed based on year closed sequentially - handle ~40 requests a day, takes approx. ~5 minutes to fill. • Customer service window next to the wheel handles current FTAs, rescheduling of court dates and redirecting customers as necessary 	11/1V	7/1V in Jan. 04 3 more when court goes paperless

**Jan 2006
FTE = 0**

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

FTA FILES/ARCHIVES/CLOSED FILES & CUSTOMER SERVICE (II)

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
---------------------------------	-------------------------------------	--

Process/Personnel recommendations

- In the new building Closed Files, FTA files, and (archived) files should all be stored in one area, avoiding the yearly transfer of files from one area to another. Four full time employee will be sufficient to handle this area until the Court goes paperless. The requests handled by the Customer Service window next to the wheel should be transferred to the cashiers, who will no longer be handling the volume from the courtrooms
- Once the Court goes paperless, this division will effectively no longer be necessary as all documents that Court receives will be batched, scanned, and stored in batches. The Cashiers / Customer Service employees will have access to *all files* electronically, including records. One employee will remain in records to handle paper requests for old cases not on Case Management System SCT Banner
- While this division will be reduced to one full time employee when Traffic Court goes paperless, there will be 4 Records full time employees supporting Municipal Court who will be available to assist if necessary
- All Traffic Court processes must comply with the Records Retention Act – both paper and electronic
- Paperless courts such as the Miami-Dade traffic court use their electronic copy as their “A Copy” and dispose of scanned paper tickets after 90 days

RECORDS

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

5/1V

4/1V

Jan 2006
FTE = 1

Description

- 20K requests for records per year (80 record requests per year x 249 days per year)
- Recent records
 - less than 10 years old
 - 60 percent of volume or 12K
 - 5 to 10 minutes to process a single request (average of 7.5 minutes)
 - 1.5K hours of work required (12K record requests x 7.5 minutes per request / 60 minutes per hour)
 - 1 FTE required (1.5K hours of work / 1.5K hours available per FTE)
- Archive records (older than 10 years)
 - more than 10 years old
 - 40 percent of volume or 8K
 - 20 to 30 minutes to process a single request (average of 25 minutes)
 - 3.3K hours of work required (8K record requests x 25 minutes per request / 60 minutes per hour)
 - 2.2 FTEs required (3.3K hours of work / 1.5K hours available per FTE)
- Filing citations
 - 90K filing per year (30K citations filed three times - in, out, reset)
 - 1 minute per filing
 - 1.5K hours of work required (90K x 1 minute per filing / 60 minutes per hour)
 - 1.0 FTE required (1.5K hours of work / 1.5K hour available per FTE)
- 4.2 FTEs required for this department while Municipal Court is paper based

Recommendations

- Eliminate the vacancy
- When the Municipal Court becomes paperless this records function can be absorbed by the Cashiers
- Phone coverage being transferred to Legal Secretaries and then to the call center

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

COURT CONSOLIDATION HEADCOUNT PLAN

Scanning and Data Entry

• M = Municipal
 • T = Traffic
 • C = Combined
 • x/yV = x total
 positions, of
 which y are
 vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Data entry - New Files					
• Traffic					
- Asst. Dir. (T)	1	1			
- Administrative Assistant (T)	1	1			
- Comp. Data Tech. (T)	9	9			
• Combined (no back end when paperless)					
- Asst. Dir. (C)			1	1	1
- Comp. Data Tech. (C)			17	17	17
Closed files scanning					
• Traffic					
- Adm. Asst. Sr. (T)	1V				
- Comp. Data Tech. (T)	2	2			
Total headcount	13/1V	12	18	18	18

DATA ENTRY – NEW FILES

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

Description

- Single FTE data entry capacity equal to 25K
 - 225 days per year (104 weekends, 12 holidays, 15 vacations, 9 sick leave)
 - 6.5 hours per day (eight hour workday with one hour lunch and two fifteen minute breaks)
 - 17 citations per hour (Miami-Dade data entry comparable)
- 200K citations per year should take 8 FTE
 - 200K citations / 25K citation per FTE = 8 FTE
- Need 1 FTE to handle parking ticket data entry
- Need 2 FTE to handle citation batching and scanning
- Need 1 FTE to supervise

Personnel recommendations

- Paperless data entry and scanning requirements
 - Miami-Dade Comparable
 - 2.5M documents are processed per year (batched, scanned, stored, verified, and entered data)
 - 750K citations processed per year
 - 3.3 ratio of documents processed to citations issued
 - 68 employees in the batching, scanning, imaging, and data entry departments
 - 36.8K documents processed per employee (2.5M / 68 employees)
 - Atlanta Traffic Court
 - 200K citations per year
 - 660K documents to process per year when court goes paperless
 - 18 FTEs required to process documents (660K documents / 36.8K documents per FTE)
- The administrative assistant position should be eliminated
- This department should add 6 FTEs (take over the 2 current positions in closed file scanning plus 6 additional positions) in order to handle the increased workload from moving to a paperless courtroom in July 2004

Process recommendations

- New citations should be separated, batched in groups of 50, assigned a batch number, scanned, and stored with batch number cover sheet
 - do not sort citation alphabetically
 - do not send citations to the wheel
 - do not date stamp citation (computer date stamp instead)

IT/support system recommendations

- Replace Bell + Howell document scanners with high speed Fujitsu document scanners similar to those used by Miami-Dade
- The data entry department can be scaled down when the Traffic Court begins receiving tickets electronically via COPS MOR. However, other documents will still need to be entered into SCT Banner after scanning, such as motions and witness lists

11

- Eliminate administrative assistant position in January 2004
- Will increase by 8 FTEs when Traffic Court goes paperless (including 2 from closed files scanning)

Jan 2006
FTE = 18

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

CLOSED FILES SCANNING

Description and recommendations

Description

- 3 FTEs, 1 Administrative Asst. Sr. (vacant) and 2 Computer Data Technicians
- Department utilization rate equal to 86%
 - each closed files take 45 seconds to scan (citations only)
 - approximately 200K closed files are scanned per years
 - total hours needed to scan closed files = 2.5K hours (0.75 minutes x 200K closed files / 60 minutes per hour)
 - total hours available = 2.9K (2FTE x 1,462 hours per year)
 - utilization = 86% (2.5K hours of work / 2.9K hour available)
- Responsibilities
 - scan citations and accompanying documents after cases have been disposed
 - reattach new barcodes if barcodes have become problematic

Process recommendations

- Technician currently scans documents one at a time, due to jamming
- Utilize scanning technology that allows scanning in batches
- Shift these two FTEs to the data entry or scanning division when court goes paperless as two sets of scanning will no longer be necessary

Personnel recommendations

- Transfer these two positions to the data entry area (see previous slide)
- Eliminate vacant Administrative Asst. Sr. position as these two FTEs do not need a dedicated supervisor

Current
FTE count
(V=vacancy)

3/1V

Proposed
FTE reduction
(V=vacancy)

1V

Transfer
remaining
positions to
data entry

Jan 2006
FTE = 0

COURT CONSOLIDATION HEADCOUNT PLAN

Courtroom Support/Administration – Non Judicial Staff

- M = Municipal
- T = Traffic
- C = Combined
- x/yV = x total positions, of which y are vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Deputy Clerk (M)	1				
Assistant Deputy Clerk (M)	1V				
Sr. Court Clerk - AM Floor Manager (M)	1	1	1	1	
Calendar Clerk - AM (M)	1	1	1	1	
Sr. Court Clerk - PM Court Floor Manager (M)	1	1	1	1	
Sr. Court Clerk - PM (M)	1	1			
Calendar Clerk - PM (M)	3	3	1	1	
Administrative Bailiff (M)	1	1	1		
Bond Hearing Bailiff (M) (currently floats during week)	1	1			
Bond Hearing Clerk (M) (currently floats during week)	1	1			
Cash Collection Tech. - Wheel (T)	1	1			
Computer Data Tech. - Wheel (T)	1	1			
Floating Bailiff (T) (one does calendaring, four float)	6/1V	3			
Floating Clerk (T) (does data entry-resets and accusation)	2/1V	1			
Deputy Operations-Jury Services and Appeals (T/C)	1	1	1	1	1
Admin. Asst. Sr. (T/C)	1				
Office Asst. Sr. (T/C)	2	1	1	1	
Comp. Data Tech. (T/C)	1	1	1	1	
Customer Services Sup. - Mail (T/C)	1	1	1	1	1
Admin. Asst. Sr.-Appeals (T)	1				
Legal Secr.-Appeals (T)	1V				
Jury Services (T)	1	1			
Operations/Deputy Clerk (T)	1				
Operations Clerk (C)		1	1	1	1
Total headcount	32/4V	22	10	9	3

OFFICE OF THE CLERK (I)

Includes Floating Bailiffs and Clerks

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

13/2V

12/2V

Jan 2006
FTE = 1

Description

- Staff includes 5 FTEs in Clerk's office, 2 Floating Clerks and 6 Floating Bailiffs
- The Clerk's Office responsibilities:
 - filling Public Defender appointments
 - filing accusations
- Floating Clerk responsibilities
 - enters reset cases into SCT Banner
 - updates computer system when corrections are made on citations
 - data entry into SCT Banner for accusations
- One Floating Bailiff has calendaring responsibilities, which include
 - printing calendars from SCT Banner
 - matching tickets to the appropriate division's docket
 - tracking down any missing tickets and making corrections to the dockets as needed
- The other Floating Bailiffs assist in calendaring and are called into the courtroom when there is an absence
- Filling Pubic Defender appointment workload equals 0.75 FTE
 - number of Public Defender appointments filed per year ~ 13K
 - time to process one Public Defender filing equal to 5 minutes (forwarding copies to various offices)
 - total annual workload equal to 1.1K hours (13K Public Defender appointments x 5 minutes each appointment / 60 minutes per hour)
 - FTE workload equal to 0.75 FTE (1.1K hours of work / 1,462 hours available)
- Filing accusations workload equals to equals to 0.30 FTE
 - number of accusations filed per year ~ 5K
 - time to process one accusations filing equal to 5 minutes (forwarding copies to various office)
 - total annual workload equal to 417 hours (5K accusations x 5 minutes for each accusation / 60 minutes per hour)
 - FTE workload equal to 0.30 FTE (417 hours of work / 1,462 hours available)
- Handling corrections of drivers histories and tickets, including removing suspensions
- Dealing with the public at the Customer Service window outside the courtrooms
- Eliminate the vacant Floating Bailiff and Clerk positions

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

OFFICE OF THE CLERK (II)

Includes Floating Bailiffs and Clerks

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

Personnel/Process recommendations

- Phase out the other Floating Clerks and Bailiffs
 - Judges will only need one Bailiff in the courtroom due to the better design of the new building. The new court building has a Cashier inside a secured area adjacent to each courtroom and the defendant is not released until he / she has paid or arranged for probation
 - remaining 9 Bailiffs will be able to float and also perform other clerical duties before, after, and during court
 - the calendaring responsibilities of the Floating Bailiff and the Floating Clerk will be eliminated when the court goes paperless. For example, when the court goes paperless the work associated with matching the paper citations to the docket will be eliminated. Also, Clerks and / or Judges should enter resets in the courtroom
- The Clerk's Office should be reduced from 5 to 3 FTEs in January and eventually reduced to just 1 FTE in January 2004 handling appeals, court information and jury. The filing responsibilities of the Clerk's Office, which will be eventually eliminated, are sufficient work for no more than 2 FTEs. Also, the Clerk's Office will no longer be spending time interfacing with the public in the new building. In addition, the Clerk's Office used to handle all the Judges' mail, now most of this workload has been transferred to the judicial assistants

APPEALS CLERK

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

2/1V

2/1V

Jan 2006
FTE = 0

Description

- Responsibilities
 - prepare docket
 - make copies
 - send bill for copies
 - show up with the file in the courtroom
- 250 to 300 appeals per year (50 active cases at any one time)
 - 100 appeals sent to other courts
 - 125 to 150 appeals are motions for new trials and stays inside the Traffic Court
- Total work hours available equal to 1,462
 - 225 days per year (104 weekends, 12 holidays, 15 vacations, 9 sick leave)
 - 6.5 hours per day (eight hour workday with one hour lunch and two fifteen minute breaks)
- Available time per appeal ranges from 5 to 6 hours each
 - 1,462 work hours / 300 appeals = 4.9 hours per appeal
 - 1,462 work hours / 250 appeals = 5.9 hours per appeal

Personnel recommendations

- Documents relating to an appeal should be scanned into SCT Banner so the Appeals Clerk does not have to physically show up in court with the files
- Eliminate vacancy
- Assign no more than 0.25 FTE to this function and combine into the Clerk's Office
 - preparing an appeal docket and making photocopies should not take more than one hour per appeal
 - 300 appeals x 1 hour per appeal = 300 hours of work
 - 300 hours of work / 1,462 hours available per FTE = 0.21

JURY SERVICES COORDINATOR

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

1

0

Jan 2006
FTE = 1

Description

- Responsibilities
 - process jury exemption forms
 - answers letters and telephone calls from prospective jurors
 - run jury management software system
 - signs jurors compensation checks
- Typical jury trial last two days (homicide three days)
- From Jan to Aug of 2003 the Traffic Court has held ~ 40 jury trials
- Estimated number of jury trials per year equal to 60
 - (40 jury trial / 8 months) * 12 months = 60 jury trials per year
 - traffic Court has less than 100 jury trials per year (source: Traffic Court Solicitor)
- Maximum number of jury trial possible equal to 249
 - 249 available trial days (104 weekends and 12 holidays)
 - (249 days x 2 courtrooms) / 2 days per trial = 249 jury trial capacity

Recommendations

- Clerk's Office will assume this function along with appeals and court information

CITATION WHEEL

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Description</p> <ul style="list-style-type: none"> • Pending citations are filed alphabetically by last name (wheel one A-K, wheel two L-Z) at 2 filing wheels by 2 full time employees • Each day several steps are repeated: <ul style="list-style-type: none"> - tickets are separated into two stacks - defendants are queried in SCT Banner for outstanding tickets. If a match is found the previous tickets are pulled and attached - tickets are filed onto the wheel - various documents, such as motions and Public Defender appointments are received from other divisions and attached to the citations on the wheel - once a week the employees in this department go through the every ticket on the entire wheel and pulled citations which have a court dates in the upcoming week and refiled by court date in a separate cabinet <p>Process recommendations</p> <ul style="list-style-type: none"> • This process will be eliminated when the courts go paperless. In other words, the sorting of citations, the matching of defendants to outstanding citations, the attaching of other documents, and pulling citations with upcoming court dates should all be done by computer 	2	2 when the court goes paperless

**Jan 2006
FTE = 0**

MAIL LETTER / COURT

Description and recommendations

Description

- Mail is received from another FTE in the administrator's office. Mail is sorted, some is logged and some is forwarded. Some letters are addressed, others are given to the Clerk's Office and/or judicial secretaries and/or to Mail Cashiers

Process recommendations

- The handling of the court's mail, including those items that need attention from Cashiers, the Clerk's Office and/or Judges should be rationalized. Mail currently passes through several hands before it reaches the appropriate person, with certain types of mail being opened at various locations inconsistently. Some Judges' secretaries handle their mail, while other Judges have the Clerk's Office do it
- Mail should not be logged multiple times, especially in programs other than SCT Banner. SCT Banner should be used to record monies received via mail. When the court goes paperless, mail should not be logged but scanned directly into SCT Banner and then transferred to the person responsible for processing
- Parking citations received via mail are currently outsourced. Continue to aim to outsource Traffic citations as well

Personnel Recommendations

- The mail FTE should work in the Clerk's Office to streamline the flow of mail through the Court
- When the Court goes paperless, this FTE, as well as the rest of the Clerk's Office, will work closely with the scanning division, as all incoming mail will be scanned

Current
FTE count
(V=vacancy)

1 (w/ asst.
from a
contractor)

Proposed
FTE reduction
(V=vacancy)

N/A

Jan 2006
FTE = 1

COURTROOM SUPPORT (I)

Senior Court Clerks, Calendar Clerks, Admin. Bailiff, Deputies and Asst. Deputies

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Description</p> <ul style="list-style-type: none"> • The Deputy Clerk of Court oversees the daily operations of the Court • One of the Assistant Deputy Clerk positions is vacant, the other is described in Records • The Sr. Court Clerks/Floor Managers are assigned to either the morning or afternoon session and oversee calendaring and all paper work before, after and during court, including assigning citations to specific Judge's sessions manually (see the process flow for more description) • The calendaring clerks are assigned to the morning or afternoon session. They come in two hours before court begins and usually leave about 20 minutes after court ends. They do the data entry for copy tickets which takes approximately two minutes per citation. They also pull up each arrest citation in CJIS and do the data entry to assign it to a court session. Next they print, copy, and distribute calendars. During court they enter the dispositions, resets, etc. back into CJIS. After court they print the disposition calendars and distribute (see the process flow for more description) • The Administrative Bailiff assists the Deputy Clerk and the Clerk with various administrative duties and also facilities issues, such as management of the building keys <p>Personnel recommendations</p> <ul style="list-style-type: none"> • The Deputy Clerk of Court position should be eliminated in anticipation of the merged court operations. (the person currently holding this position will be retiring at the end of 2003). The Assistant Deputy vacancy does not need to be filled • No immediate reductions. When the Court moves to full day sessions, 3 of the 7 Senior Court Clerks and Calendar Clerks can be eliminated. When the Municipal Court goes paperless on SCT Banner, none of these positions will be needed. The Floating Bailiffs will assume any clerical duties still necessary • The Administrative Bailiff position should be eliminated in January 2005, when the two court administrations are comfortably integrated. Remaining responsibilities can be assumed by the assistant to the Clerk of Court 	10/1V	9/1V- phased out gradually by 2006

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

COURTROOM SUPPORT (II)

Judicial Staff and Weekend Bond Hearing Bailiff and Clerk

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Description</p> <ul style="list-style-type: none"> Each Judge has 2 Bailiffs and 1 Clerk, with a few exceptions due to vacancies. The Bailiffs and Clerks work either the morning or afternoon session, depending on their Judge's schedule. The Bailiffs and Clerks are scheduled to be present for two hours before court and in the courtrooms one half hour before court begins. Responsibilities are generally mixed between Bailiffs and Clerks and include: <ul style="list-style-type: none"> assisting with calendar preparation requesting record checks filing out police appearance requests forms taking role in the courtroom distributing forms in the courtroom deep order in the courtroom filing out reset slips, dispositions on calendars and various other forms <p>Personnel recommendations</p> <ul style="list-style-type: none"> Do not fill any of the vacancies within the Municipal Court. The "Floating Bailiff" that serves in one of the Judge's courtrooms should continue to do, as should the Sr. Court Clerk that is specifically assigned to one Judge. The weekend bond hearing Bailiff and Clerk should continue to staff some sessions during the week and perform the information and appearance bailiff function when needed While all of the Bailiffs and Clerks are required to appear two hours before court, much of this time is spent idle, waiting for other work streams to be completed, (such as calendar entry and production), waiting for court to begin, etc. While there should be no immediate reduction in judicial staff, there is not sufficient workload for 9 Clerks and 18 Bailiffs 8 hours a day. When the Court moves to full day sessions in the new building and Bailiffs are no longer needed to escort defendants to the Cashiers, the Bailiffs will be required to take on additional responsibilities. 9 bailiffs will be assigned to a Judge and 9 will be designated as floaters. They will assist in clerical work before and after court, including calendaring, substitute for absences, and staff the hearings at the Atlanta Pretrial Detention Center <p>Process recommendations</p> <ul style="list-style-type: none"> When the Court goes paperless, other support staff will be eliminated and the floating bailiffs will also take on any of their remaining responsibilities. Miami-Dade was able to make a 50% reduction in courtroom clerical staff when they went paperless, which illustrates the significant overall drop in workload 	<p>2B/1C per Judge</p> <p>4 assts. for 9 Judges</p> <p>1 clerk and 1 bailiff for Weekend Bond Hearings</p>	<p>1 bailiff per Judge will become a floater after the courts merge</p> <p>Specific weekend bond hearing staff will be eliminated (2 FTEs)</p>

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

COURT CONSOLIDATION HEADCOUNT PLAN

Buildings and Grounds

- M = Municipal
- T = Traffic
- C = Combined
- x/yV = x total positions, of which y are vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Courier/Janitor (M)	1				
Building Maintenance Mechanic (T/C)	2	2	2	2	2
<i>Note: Advise not to fill requested new building/maintenance positions. City to provide coverage</i>					
Total headcount	3	2	2	2	2

BUILDING AND GROUNDS

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
Description <ul style="list-style-type: none"> Responsibilities <ul style="list-style-type: none"> clean offices pressure wash parking lot and building exterior restock bathrooms with supplies courier service (i.e. pick-up documents at City Hall) pick-up trash assemble and move office furniture change light bulbs 	2	0
Personnel Recommendations <ul style="list-style-type: none"> Cancel Personnel Action Request (PARS) from FY 2004 budget request Sign a HVAC maintenance service agreement with an external contractor. The Traffic Court had submitted a personnel addback request in their 2004 budget for a HVAC Engineer costing \$48.2K (\$35.7K salary plus \$12.5K in benefits). A HVAC maintenance contract will provide preventive maintenance for \$24K per year Use City of Atlanta building maintenance services for plumbing and electrical repairs 	5V requested in FY 2004 budget	5V

Jan 2006
FTE = 2

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

BUILDING AND GROUNDS

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

1

1

Jan 2006
FTE = 0

Description

- Responsibilities include
 - deliveries and pick-ups of all types
 - cleaning of the Judges' offices

Personnel recommendations

- These courier functions can be performed by other FTEs such as Bailiffs and Assistants. The regular city janitorial staff can clean the Judges' offices

COURT CONSOLIDATION HEADCOUNT PLAN

Judicial Support Staff

• M = Municipal
 • T = Traffic
 • C = Combined
 • x/yV = x total positions, of which y are vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Floating Bailiff - assigned to Judge (M)	1				
Bailiff - assigned to Judge (M)	17/1V	17			
Community Service Bailiff (M) ⁽¹⁾	1	1			
Court Clerk (M)	9/1V	8			
Senior Court Clerk - assigned to Judge (M)	1	1			
Legal Secretary (M)	3	3			
Legal Secretary Sr. (M)	1	1			
Bailiff (T)	16	9			
Floating Bailiff (T)		9			
Investigator - Acting Bailiff (T)	1				
Investigator Sr. - Acting Clerk (T)	1				
Clerk (T)	9	9			
Computer Data Tech. (T)	1				
Admin Asst. Judicial (T)	7	4			
Assistant Director (T)	1V				
Bailiff (C)			18	18	18
Clerk (C)			18	18	18
Floating Bailiff (C)			18	18	18
Judicial Assistant (C)			8	8	8
Total headcount	69/3V	62	62	62	62

(1) This bailiff performs community service duties and is also listed in the probation/community service/counseling function.

LEGAL SECRETARIES/JUDICIAL ASSISTANTS

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Description</p> <ul style="list-style-type: none"> • Each Judge currently has as an assistant with four Judges sharing, for a total of 7 FTEs • Responsibilities include but are not limited to <ul style="list-style-type: none"> - communicating with other Judges, litigants, plaintiffs and defendants - advising litigants, plaintiffs and defendants on court rules and regulations - picking up payroll and mail, delivering correspondence - answering the telephone - filing - preparing correspondence - maintaining Judges' calendars - retrieving information from the Case Management System for the Judges - maintaining equipment and supplies - preparing official notices regarding court errors to the DMVS - requesting funds - recording, copying and processing motions 	7	3
<p>Personnel recommendations</p> <ul style="list-style-type: none"> • Reduce # of FTEs to 4, with all Judges sharing assistants, as is currently done by four of the Traffic Court Judges and all of the Municipal Court Judges 		<div data-bbox="1665 458 1877 575"> <p>Jan 2006 FTE = 4</p> </div>

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

LEGAL SECRETARIES/JUDICIAL ASSISTANTS

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Description</p> <ul style="list-style-type: none"> • 4 FTEs are currently divided among the 9 Judges • Responsibilities may include but are not limited to <ul style="list-style-type: none"> - communicating with other Judges, litigants, plaintiffs and defendants - advising litigants, plaintiffs and defendants on court rules and regulations - picking up payroll and mail, delivering correspondence - answering the telephone - filing - preparing correspondence - maintaining Judges' calendars - maintaining equipment and supplies - requesting funds - recording, copying and processing motions <p>Process recommendations</p> <ul style="list-style-type: none"> • The Municipal Court legal secretaries should answer, handle and route calls from the public before the courts move in to one building. This suggestion came from the Municipal Court staff 	4	0

**Jan 2006
FTE = 4**

COURT CONSOLIDATION HEADCOUNT PLAN

Administration and Support

- M = Municipal
- T = Traffic
- C = Combined
- x/yV = x total positions, of which y are vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Clerk of Court (M)	1				
Legal Secretary (M) (on leave)	1				
Clerk of Court (T)	1				
Deputy Clerk of Court/Support (T)	1V				
Clerk of Court (C)		1	1	1	1
Admin. Asst. Legal Secr. (C)		1	1	1	1
Communications Specialist (C)		1	1	1	1
Total headcount	4/1V	3	3	3	3

ADMINISTRATION

Description and recommendations

Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
4/1V	2/1V

Description

- Currently the Municipal Court has a Clerk of Court and the Traffic Court has a Court Administrator (2 FTEs)
- The Traffic Court also has a vacant Deputy Clerk of Court-Support (1 FTE - vacant)
- The Municipal Court has a position for an assistant to the Clerk of Court (1 FTE)

**Jan 2006
FTE = 2**

Personnel recommendations

- The Municipal Court Clerk of Court position and the Traffic Court Court Administrator position should be consolidated in January of 2004. This FTE will manage the staff of the combined organization while they remain in different buildings and administer their consolidation, structurally and operationally.
- The assistant position should be retained. Given the increased workload involved in merging two back-offices, an assistant continues to be needed
- The vacant Deputy Clerk of Court-Support position should be eliminated
- 1 FTE should be added to assist the administration, a Communications Specialist. Responsibilities of this position will include:
 - trouble shooting and customer service (ombudsman)
 - key correspondence
 - internal newsletter
 - public relations

Note: The Deputy Court Administrator of Operations (Traffic) and the Deputy Court Clerk and Assistant Deputy Court Clerks (Municipal) are addressed in "Courtroom Support – Non Judicial Staff" and "Records"

COURT CONSOLIDATION HEADCOUNT PLAN

Probation, Community Court, and Alternative Sentencing

- M = Municipal
- T = Traffic
- C = Combined
- x/yV = x total positions, of which y are vacant

Position title		2003	2004		2005	2006
		Dec	Jan	Jul	Jan	Jan
Probation Manager (M)	3 {	1	1			
Probation Officer (M)		1	1			
Community Affairs Analyst (M)		1				
Community Affairs Manager-(M)	4 {	1	1			
Special Project Manager - Grant funded (M)		1	1			
Community Service Bailiff (M)		1	1			
Admin. Analyst Sr. (M)		1	1			
Substance Abuse Counselor (T)	3 {	1	1			
Admin. Asst. (T)		1				
Court Clerk (T)		1				
Probation Manager (C) <i>(Will handle cases with more involvement)</i>				1	1	1
Probation Officer (C) <i>(Will handle cases with more involvement)</i>				1	1	1
Community Affairs Manager-(C)				1	1	1
Special Project Manager - Grant funded (C)				1	1	1
Community Service Bailiff (C)				1	1	1
Admin. Analyst Sr. (T)				1	1	1
Total headcount		10	7	6	6	6

SUBSTANCE ABUSE

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

3

3

Jan 2006
FTE = 0

Description

- Traffic Court Judge can refer some defendants to a Substance Abuse Counselor
- Substance Abuse Counselor performed 428 assessments in 2002 which require the defendant to fill out a four page questionnaire
- Defendant is then classified for one of three treatment levels depending on offense
- Court Clerk and Administrative Assistant are responsible for managing educational programs such as the Teens Learning Control (TLC). Classes are held once a week and served 820 kids in 2002

Personnel recommendations

- In January 2004, the Substance Abuse Counselor should assume the workload of the court clerk and administrative assistant assigned to the substance abuse department
- Eliminate the Court Clerk and Administrative Assistant positions
- After the courts have merged this function should be absorbed into the Community Court which already performs these type of assessments
- The Community Court personnel should also take on the TLC program

Process recommendations

- The Community Court Programs and TLC program serve very different clientele and should be physically separated, even when run by the same set of staff

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

Source: City Court of Atlanta, Atlanta Municipal Court, Onsite Interviews, BCG analysis

COMMUNITY COURT AND ALTERNATIVE SENTENCING

Description and recommendations	Current FTE count (V=vacancy)	Proposed FTE reduction (V=vacancy)
<p>Description</p> <ul style="list-style-type: none"> The Community Court employs restorative justice. After sentencing, defendants are closely monitored. Many defendants receive some form of treatment, others are enrolled in GED programs. The Community Court works with local restorative boards to monitor the progress of defendants. The Community Court also works with Medicaid and the Veterans Administration to provide services. In addition, the Community Court is involved in the Reunification Program. The staff includes a Community Affairs Manager, a Special Project Manager (grant funded), an Admin. Analyst Sr., and a Bailiff who manages community service. The Bailiff is also the permanent courtroom Bailiff of the Chief Judge <p>Process recommendations</p> <ul style="list-style-type: none"> The Time-To-Pay program, which facilitates ~500 releases <i>after</i> disposition per year, should be transferred to the Probation Services/Community Court division, even though it is not probation per se 	4	0

**Jan 2006
FTE = 4**

PROBATION SERVICES

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

Description

- Monitor defendants in order to verify that they are meeting the conditions of their probation
- Similar to the some of the functions provided by Community Court
- In addition the Municipal Court also employs a Community Affairs Analyst, who also works with defendants who have been sentenced to community service

3

1

Jan 2006
FTE = 2

Recommendations

- Municipal Court probation personnel should provide probation services for the combined courts for cases that need more involved monitoring. Private Probation Services should continue to be engaged for the majority of probation cases
- The Time-To-Pay program, which facilitates approximately 500 releases *after* disposition per year, should be transferred to the Probation Services/Community Court division, even though it is not probation per se
- The Community Affairs Analyst position should be eliminated. The staff of the Community Court has sufficient capacity to handle all community service cases

COURT CONSOLIDATION HEADCOUNT PLAN

Pretrial Services

• M = Municipal
• T = Traffic
• C = Combined
• x/yV = x total
positions, of
which y are
vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Customer Serv. Info. Spec. (M)	1				
Dept. Info. Systems Spec. (M)	1				
Director of Pretrial Services (M)	1				
Investigator (M)	1				
Office Asst. (M)	1				
Multi-jurisdictional Liaison (M)	1				
Deputy Director (M)	2				
Sr. Officer (M)	10/1V				
Officer (M)	9				
Research Tech. (M)	2				
Work Order Clerk (M)	1				
Program Manager (T)	1V				
Admin. Asst. (T)	1	1			
Pretrial Services Officer(T)	2	1			
Customer Serv. Info. Spec. (C)		1	1	1	1
Dept. Info. Systems Spec. (C)		1	1	1	1
Director of Pretrial Services (C)		1	1	1	1
Investigator (C)		1	1	1	1
Office Asst. (C)		1	1	1	1
Multi-jurisdictional Liaison (C)		1	1	1	1
Deputy Director (C)		2	2	2	2
Sr. Officer (C)		10	10	10	10
Officer (C)		9	9	9	9
Research Tech. (C)		2	2	2	2
Work Order Clerk (C)		1	1	1	1
Total headcount	34/2V	32	30	30	30⁽¹⁾

(1) 6 positions should be transferred to Fulton County, after which the total headcount will be 24. If the reunification program is separately funded, 3 more positions can be eliminated bringing total headcount to 21

PRETRIAL SERVICES

Description and recommendations

Description

- Release individuals who are found at the time of arrest to be indigent
- Once a defendant is found to be indigent Pretrial services reviews the defendant's criminal history and may recommend release without bail

Process recommendations

- Municipal Court Pretrial services will handle Traffic Court beginning in July '04

Personnel recommendations

- Municipal Court Pretrial services has the capacity to handle Traffic Court cases without any additional staffing since the time to pay program is being transferred. Therefore the all positions in this department should be eliminated and cases transferred to Municipal Court Pretrial services as soon as possible
 - one Program Manager
 - one Warrant Service Officer
 - one Pretrial Service Officer
 - one vacant

Current
FTE count
(V=vacancy)

4/1V

Proposed
FTE reduction
(V=vacancy)

4/1V

Jan 2006
FTE = 0

PRETRIAL SERVICES

Description and recommendations

Description

- Atlanta Pretrial Services (PTS) is a 24 hour a day operation that serves defendants from the Traffic, Municipal, and Fulton County Court. PTS currently operates at the Municipal Court, at the Atlanta Pretrial Detention Center, at Fulton County Detention Center (6 employees on loan), and in office space as at 236 Forsyth Street, called the "Tech Center." PTS runs criminal histories, interviews and screens defendants, and facilitates various types of releases from jail, including, per Judge, release or recognizance, and time to pay

Personnel recommendations

- Funding should be withdrawn for the 6 positions currently serving Fulton County. While this courtesy was extended to Fulton after the transfer of magistrate responsibility during 2003, it should be funded as part of Fulton's budget going forward

Process recommendations

- PTS should take on the responsibilities of the Traffic Court Release Program, which is a per Judge release program that PTS established and previously staffed. PTS already does criminal histories and recognizance releases for Traffic Defendants
- The Time-To-Pay program, which facilitates ~500 releases *after* disposition per year, should be transferred to the Probation Services/Community Court division, even though it is not probation per se. The FTEs who work on the Time-To-Pay program can be transferred to the detention center if any additional staff is needed to handle the Traffic Court Release Program. However, given that PTS staff is already present at the Atlanta Detention Center 24/7 and that the hearings at which Judges release Traffic and Municipal defendants will be combined, extra staff for these additional releases will most likely not be needed
- PTS has recently begun to devote a large amount of time to the Reunification Program, which reunites convicts with their families and support networks, usually sending them to another city or state. The program has been so successful that people are now coming in off of the street looking for help, even before they have become involved in the justice system. While this is a valuable program, it is essentially a social service function which should not be buried within the PTS budget. The City should consider creating a stand-alone budget for this function

Current
FTE count
(V=vacancy)

30/1V

Proposed
FTE reduction
(V=vacancy)

0

(but positions should be transferred to Fulton County and reunification program should be separated, bringing headcount to 21)

Jan 2006
FTE = 30

COURT CONSOLIDATION HEADCOUNT PLAN

Victim Witness

- M = Municipal
- T = Traffic
- C = Combined
- x/yV = x total positions, of which y are vacant

Position title		2003	2004		2005	2006
		Dec	Jan	Jul	Jan	Jan
Victim Witness Director (grant funded) (M)	1	1				
Temporary Protection Order						
• Director – (grant funded) (M)	3	1				
• Admin. Analyst (M)		1				
• Volunteer Coordinator (M)		1				
Victim Witness						
• Assistant Director (T)	5/3V	1				
• Customer Serv. Info. Spec. (T)		1				
• Coordinator-Grant funded (T)		1V				
• Office Asst. (T)		2V				
Victim Witness Director-Grant funded (C)			1	1	1	1
Victim Witness Coordinator-Grant funded (C)			1	1	1	1
Total headcount		9/3V	2	2	2	2

VICTIM WITNESS

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

1

0

Jan 2006
FTE = 1

Description

- Victim Witness is a grant funded program that was established to help victims and witnesses cope with problems of personal injury and psychological trauma. It will be taking on the responsibility of the Temporary Protection Order program, which assists victims in obtaining temporary protection orders
- There are several major components of the program
 - domestic violence
 - homicide
 - child abuse
 - general advocacy
 - law enforcement

Personnel recommendations

- The Victim Witness program at Municipal Court performs functions distinct from the Victim Witness Program at Traffic Court. While merging the two programs may produce some efficiencies, the services provided by these two organizations vary. While the two programs may be housed in the same office space, the staff may continue to work with either Municipal Court or Traffic Court clientele. However, given that the current workload of the Traffic Court Victim Witness program is not enough for a whole FTE, this person may work with both clientele from both courts

TEMPORARY PROTECTION ORDER

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

Description

- Temporary Protection Order (TPO) department handles five to six cases per week
- TPO responsibilities can be covered by the Victim Witness program
- The grant used to fund this department was not renewed
- The full time employee that works in this department will be retiring by the end of September 2003

3

3

Jan 2006
FTE = 0

Personnel recommendations

- Municipal Court TPO cases should be handled by Municipal Court Victim Witness program and the Temporary Protection Order department should be eliminated

VICTIM WITNESS

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

5/3V

4/3V

Jan 2006
FTE = 1

Description

- 2 FTEs assist victims and family and friends of victims of traffic related incidents
- Information on specific cases and general court procedures is dispensed and assistance is sometimes provided with insurance companies
- Clients may be referred to other agencies for counseling

Personnel recommendations

- Department utilization equal to 15%
 - department handles approximately 50 inquires per week for a total of 2.6K inquires per year
 - each inquiry takes approximately 10 minutes
 - total hours need to handle inquires equal to 433 hours (2.6K per year x 10 minutes per inquires / 60 minutes per hour)
 - total work hours available per year equal to 2,924 (2FTE x 1,462)
 - utilization rate = 15% (433 hours of work / 2,924 hours available)
- 1 FTE will be sufficient to handle the workload of this division
- 1 of the vacancies is a grant funded position. This should be the 1 position that is filled
- The Victim Witness program at Municipal Court performs functions distinct from the Victim Witness Program at Traffic Court. While merging the two programs may produce some efficiencies, the services provided by these two organizations vary. While the two programs may be housed in the same office space, the staff may continue to work with either Municipal or Traffic clientele. However, given that the current workload of the Traffic Court Victim Witness program is not enough for a whole FTE, this person may work with both clientele from both courts

Process recommendations

- The City should consider moving this program under the auspices of the Solicitor's office, as is common in other jurisdictions

Note: FTE count and proposed FTE reduction numbers include vacancies when applicable

COURT CONSOLIDATION HEADCOUNT PLAN

Law Clerks

- M = Municipal
- T = Traffic
- C = Combined
- x/yV = x total positions, of which y are vacant

Position title	2003	2004		2005	2006
	Dec	Jan	Jul	Jan	Jan
Law Clerk (T)	5/3V	1			
Sr. Law Clerk (M)	1	1			
Sr. Admin. Asst. (M)	1				
Law Clerk (C)			1	1	1
Total headcount	7/3V	2	1	1	1

LAW CLERKS

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

5/3V

4/3V

Jan 2006
FTE = 1

Description

- Legal research for Judges
 - quick requests (3 to 4 request per week which take less than an hour to perform)
 - more in depth requests (1 to 2 per week which take 3 to 4 days to perform)
- Assistance with jury trials
 - on occasions with particular Judges the Law Clerks will sit through the whole trial
 - help Judge with jury instructions
- Community Service
 - help with community outreach programs with local elementary and high schools

Personnel recommendations

- A single full time employee should be able to handle the combined Law Clerk functions for the Traffic and Municipal courts.

LAW CLERKS

Description and recommendations

Description

- Legal research for Judges
- Update Municipal Court Code binders inside courtrooms approximately every two months
- External attorneys are appointed to handle appeals
- Manage court appointed attorney programs (10 to 15 appointment per month)
- Manage court appointed interpreters (~ 10 per month)
- Process invoices for media purchases such as Lexis, books, CD ROMS

Personnel recommendations

- A single full time employee should be able to handle the combined Law Clerk functions for the Traffic and Municipal Courts
- Clerk of Court will assume responsibility for the court appointed attorney and interpreter programs
- Invoices for services rendered by court appointed attorneys and interpreters should be sent to the purchasing department for verification and payment
- Invoices for media purchases should be sent to the purchasing department for verification and payment

Current
FTE count
(V=vacancy)

2

Proposed
FTE reduction
(V=vacancy)

2

A single Law Clerk will
serve the combined
courts

Jan 2006
FTE = 0

COURT CONSOLIDATION HEADCOUNT PLAN

IT Department

- M = Municipal
- T = Traffic
- C = Combined
- x/yV = x total positions, of which y are vacant

Position title		2003	2004		2005	2006
		Dec	Jan	Jul	Jan	Jan
IT Specialist (M)	1	1	1			
<i>Network support</i>	4/4V {	1V				
IT Manager (T)		1V				
IT Engineer (T)		2V				
IT Analyst (T)						
<i>Software Installation</i>	5 {	1				
IT Analyst (T)						
<i>IVR Conversant</i>		1				
IT Analyst (T)						
<i>Comp. Equipment Room</i>		2				
Tax & Rev. Coll. Analyst Sr. (T)						
<i>Court PC/Training</i>	}					
IT Analyst (T)		1				
IT Specialist (C)				1	1	1
IT Analyst (T)			2			
IT Analyst (C)				2	2	2
Total headcount		10/4V	3	3	3	3

IT SUPPORT

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

1

0

Description

- City of Atlanta Department of Information Technology has a full time employee on-site to provide support with the following items
 - support CJIS terminals (maintenance, basic troubleshooting, training, and relocations)
 - support telephone system (maintenance, basic troubleshooting, training, and relocations)
 - support other IT equipment (printers, monitors, etc.)

Jan 2006
FTE = 1

Personnel recommendations

- No proposed FTE reductions in this department

INFORMATION TECHNOLOGY

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

5

3

Jan 2006
FTE = 0

Description

- Summary of responsibilities
 - IT help desk (Windows, Office, and SCT Banner)
 - network management
 - manage backups
 - computer installations (hardware and software)
 - run data Oracle queries
 - manage IT inventory and replacement schedule (145 computers)
 - minor troubleshooting
 - provide computer training
 - maintain computer supplies (i.e. toner, etc.)
- Traffic Court has requested \$725K in technology support services in the FY2004 budget

Personnel recommendations

- Based on comparable benchmarks, 2 full-time employees who are cross trained to handle all of the above mentioned responsibilities will be able to handle the IT needs of the Traffic Court. Therefore, 3 positions should be eliminated from this department

Process recommendations

- Continue to use the support services of an outside software consulting firm to help the Traffic Court with computer problems which the on-site or the Atlanta Department of Information Technology technical support is not able to handle

NETWORK SUPPORT

Description and recommendations

Current
FTE count
(V=vacancy)

Proposed
FTE reduction
(V=vacancy)

4/4V

4/4V

Description

- Making sure the network stays up and running
- Write scripts and maintain file servers

Personnel recommendations

- Do not staff these positions and eliminate vacancies
- The IT network support requirements in the new building will be comparable to the network support that is being provided today and should not require additional personnel.
- Traffic Court already has IT personnel who can handle this function (see previous slide on Information Technology)

Jan 2006
FTE = 2

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Section 1: Review of current operations

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Section 3: Proposed structure and court management

Section 4: Headcount and budget implications

Section 5: Facilities recommendations

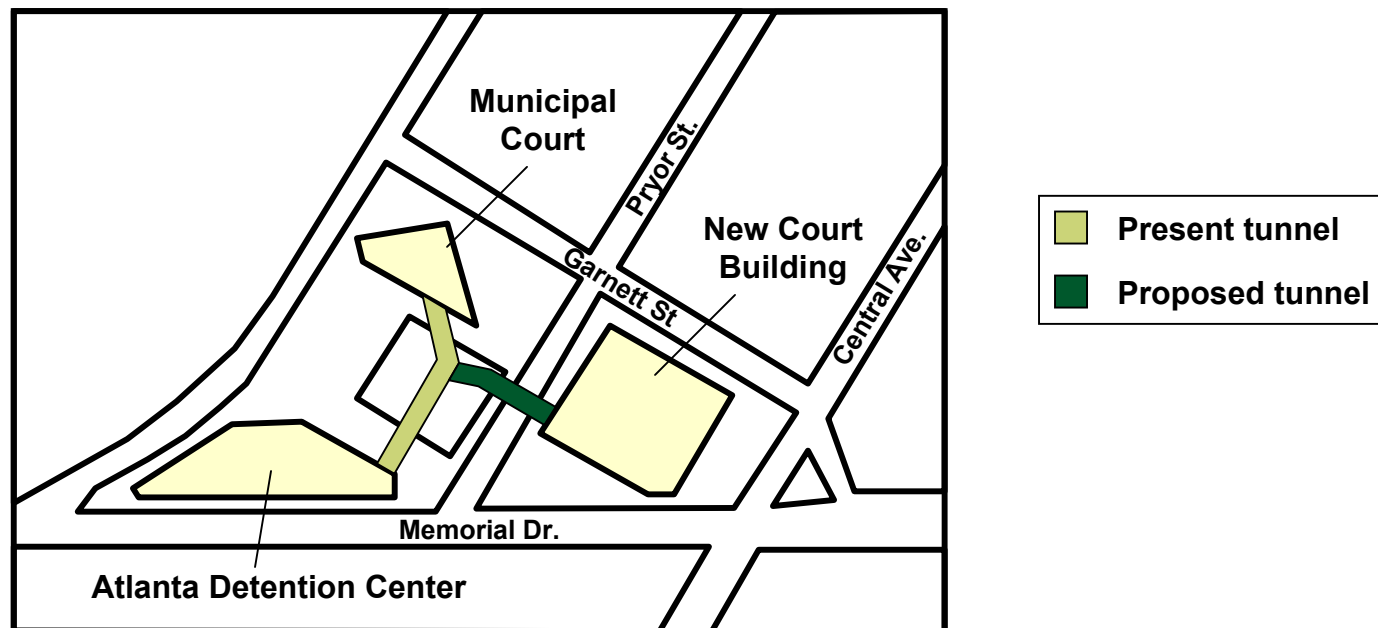
Section 6: Transition plan

Appendix

PROPOSED FACILITIES CHANGES

Change	Rationale	Implication
Authorize construction of planned tunnel	Necessary in order to safely transport the heavy prisoner load associated with ordinance violations	<ul style="list-style-type: none"> • Expenditure of \$1.2M already provided for in the 2003 budget • Municipal Court cases will continue to be heard in the current building until construction is completed at the end of 2nd quarter of 2004
Authorize the construction of a barrier in the section of the tunnel that passes through the new homeless shelter (former jail)	Reduces the risk of inmate escapes	<ul style="list-style-type: none"> • Incremental cost to the city of ~\$200K
Authorize construction of two additional courtrooms	Reduces the cost and risk of handling incarcerated defendants by keeping them close to the detention area on the first floor	<ul style="list-style-type: none"> • Incremental cost to the city of ~\$2M • Municipal Court cases will continue to be heard in the current building until construction is completed at the end of 2nd quarter of 2004
Authorize the renovation of the court of first appearance located inside the Atlanta City Detention Center	Courtroom should be updated, not up to acceptable standards	<ul style="list-style-type: none"> • Incremental cost to the city less than \$200K
Give up the rented space currently used by the Municipal Court Solicitors office	Sufficient space available in the new court building to house all employees of the combined Solicitors' office	<ul style="list-style-type: none"> • Savings in rent of ~\$200K per year
Give up the rented space currently used by the Public Defenders' office	Sufficient space available at either Public Defenders' office to house all employees of the combined Public Defenders' office	<ul style="list-style-type: none"> • Savings in rent of \$100K per year

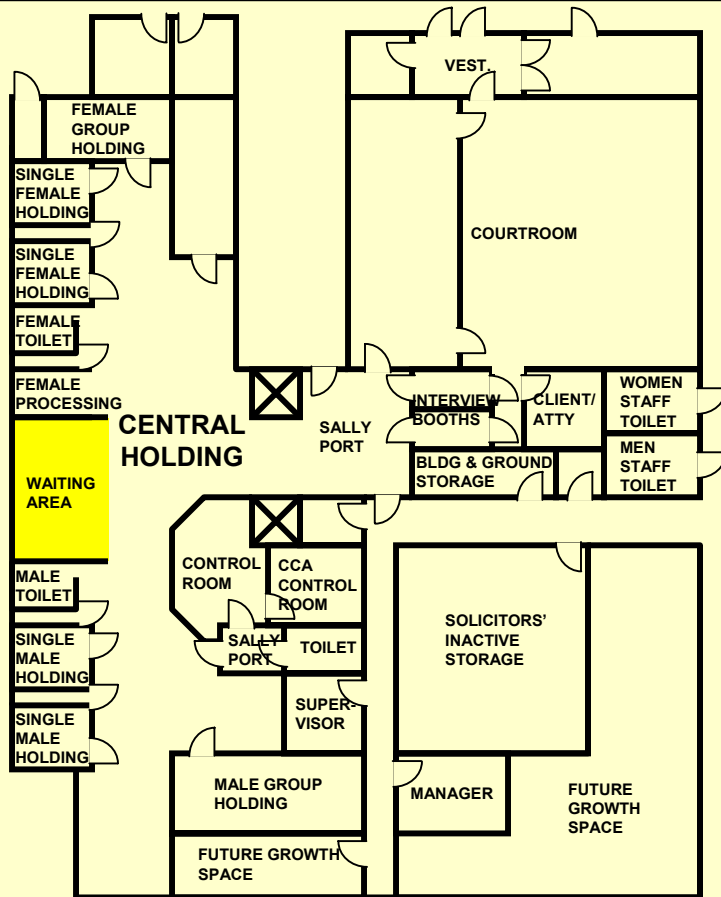
CONSTRUCTION OF PLANNED TUNNEL



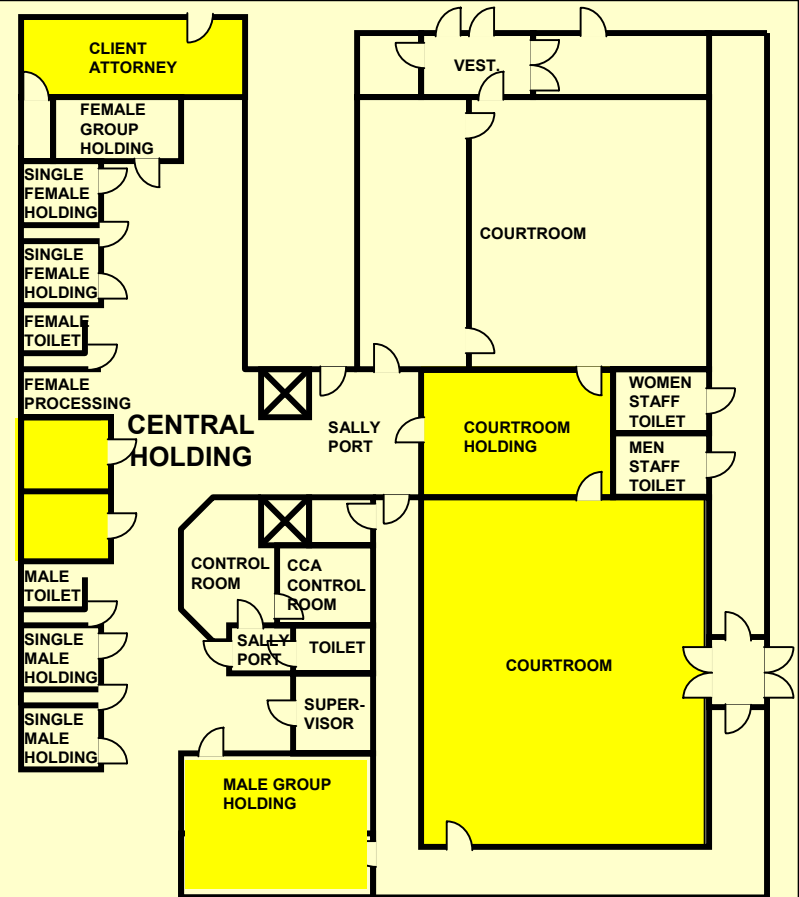
Estimated cost is \$1.2M already provided in the 2003 budget, expected completion date is end of 1st quarter 2004 if freeze on spending is released

PROPOSED ADDITIONAL FIRST FLOOR COURTROOM AND HOLDING AREA MODIFICATIONS

Current floorplan has just one courtroom and some limitations in the holding area



Proposed floorplan adds a second courtroom and modifies the holding area



Estimated cost to reconfigure is \$750K, expected completion date is end of 1st quarter 2004

MERGED SOLICITOR OFFICES SHOULD OCCUPY ALLOCATED SPACE IN NEW BUILDING

Solicitor				
	Municipal	Traffic	Merged	Savings
Space (K sqft)	12.9	9.0	18.0	
Total personnel	48	36	84	
Space per person	269	250	214	
Annual rent ⁽¹⁾ (\$K)	169			169

Public Defender				
	Municipal	Traffic	Merged	Savings
Space (K sqft)	9.4	8.8	12.9 ⁽²⁾	
Total personnel	30	22	52	
Space per person	313	400	248	
Annual rent ⁽¹⁾ (\$K)	225	111	169	167
Consider using Municipal Solicitor's office				
Public Defenders' office should be allocated approximately 1,000 square feet of office space in the new court building for private interview rooms				

Public Defenders' should consider moving into the current Municipal Court Solicitors' offices

(1) 2003 rent budget

(2) Does not include office space in new Traffic Court Building allocated to Public Defenders'

Source: Self reported by Municipal and Traffic Court of Atlanta Solicitor and Public Defender offices; City of Atlanta Personnel Department

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TRANSITION PLAN OVERVIEW

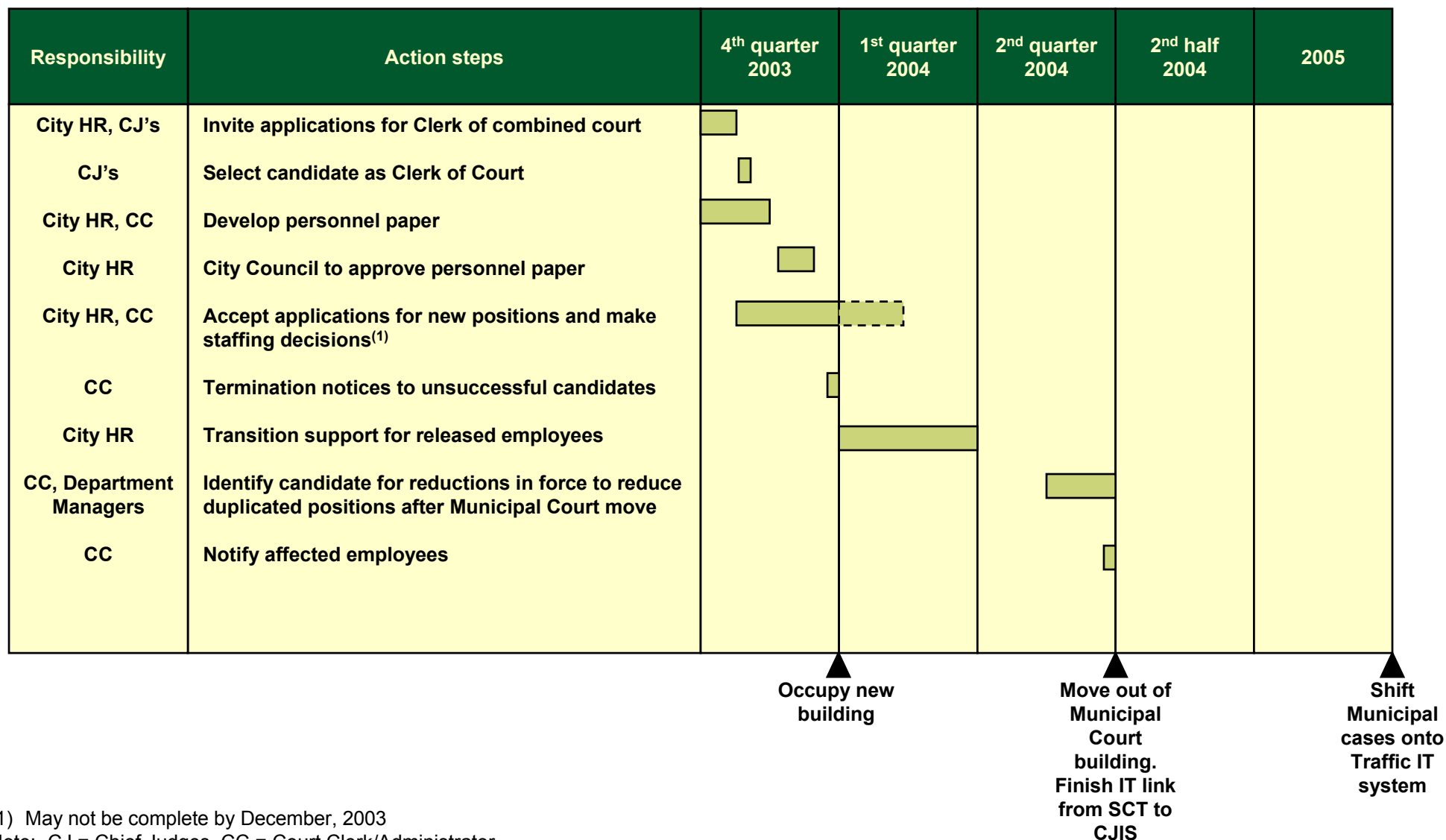
Non-judicial staff

- Position of Clerk of Court of the combined operation should be jointly chosen by the Judges of both Municipal and Traffic court (as required by law) as soon as possible
- City HR department should submit a personnel paper for the revised organization based on zero based budgeting (for City Council approval before the end of the year)
- In order to retain the most qualified employees, the City should work with the Clerk of Court to create flexibility in filling positions in the redesigned organization from among all existing staff
- City should provide its usual level of assistance to unsuccessful candidates, e.g., outplacement assistance, right to apply for other jobs within City government for which they qualify, etc.
- Training program should be put in place to ensure that all employees are able to handle the new responsibilities that arise from the changes to the organization
- Communication with court staff on future staffing needs and related skills should occur early and often in order to reassure valued staff of their role in the future organization as well as to encourage other employees to seek the new skills that will be required

Facilities

- Traffic Court and combined Solicitors' office to occupy new building upon completion
- Municipal Court will continue to function in its current building until construction of the tunnel and other recommended building changes are complete (end of 2nd quarter 2004)
- Separate Public Defenders' offices to move into consolidated space by January 2004

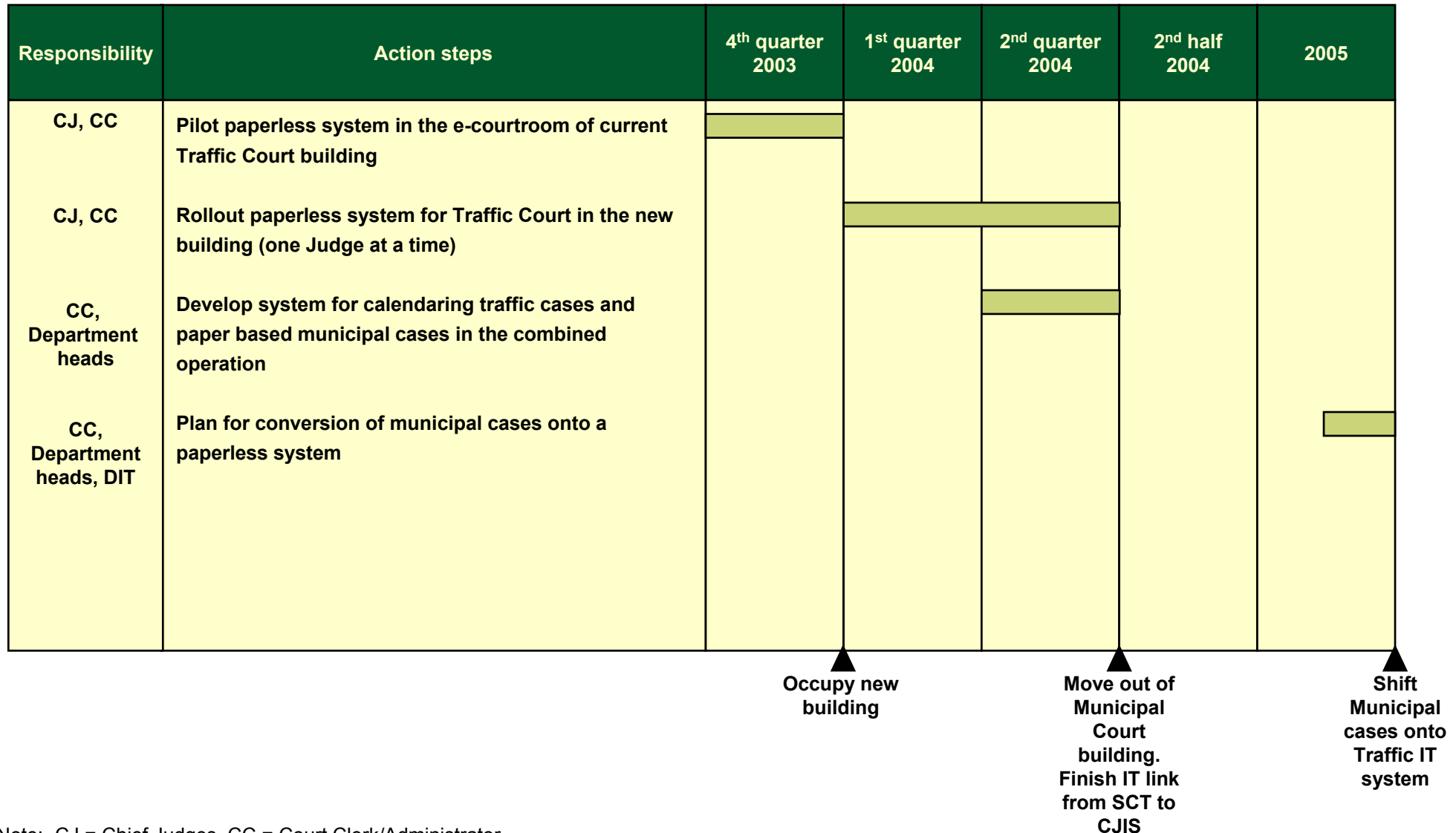
STAFFING THE NEW COURT SYSTEM



(1) May not be complete by December, 2003

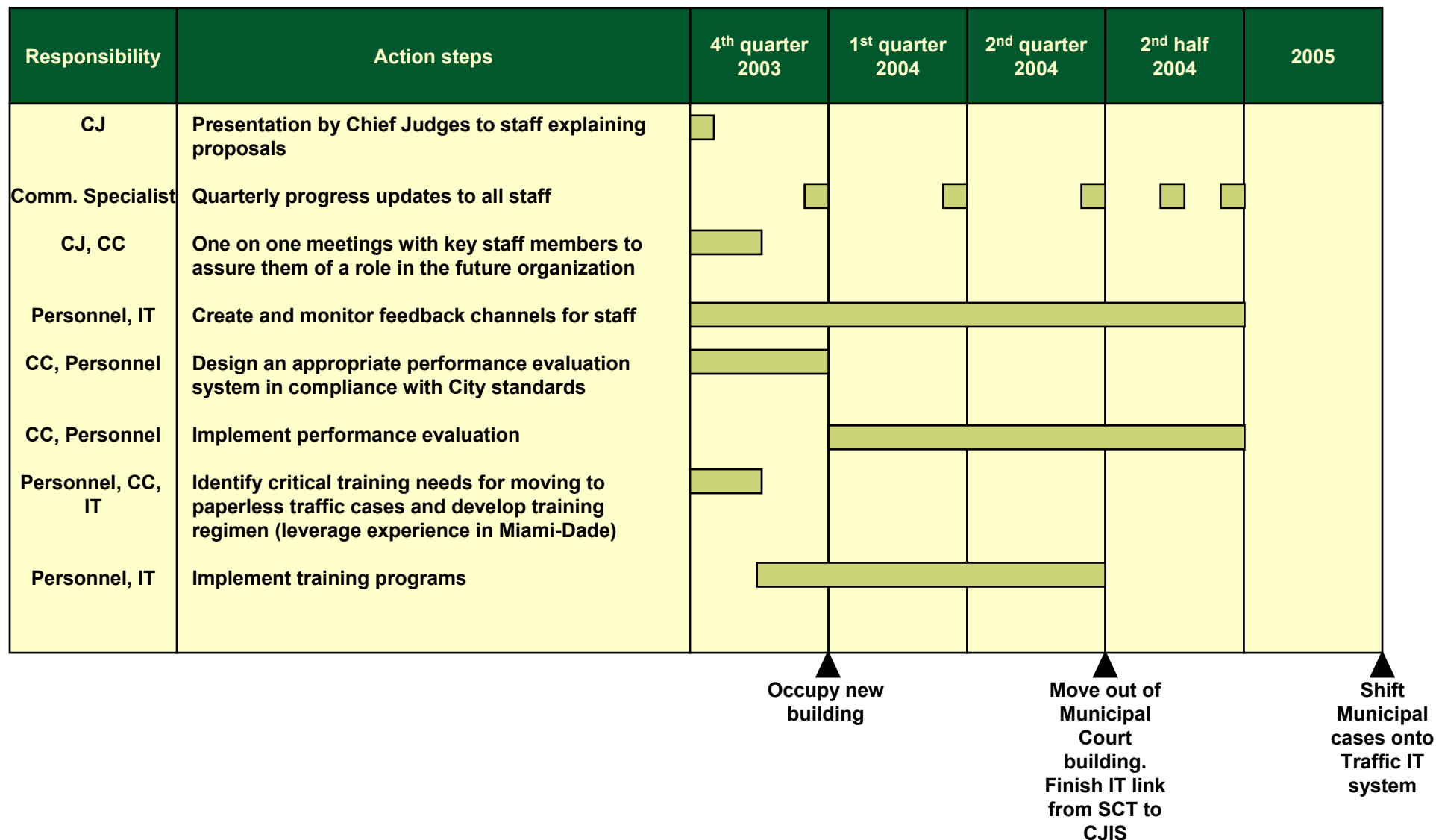
Note: CJ = Chief Judges, CC = Court Clerk/Administrator

COURT OPERATIONS



Note: CJ = Chief Judges, CC = Court Clerk/Administrator

COMMUNICATION AND TRAINING



Note: CJ = Chief Judges, CC = Court Clerk/Administrator

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Appendix

COURT PROFILES CREATED THROUGH EXTENSIVE INTERVIEWS AND DATA COLLECTION . . .

	Interviewee	Position	Data collected
Municipal Court	Paula Young-Ables Phil McDonald Willis Holder Ricardo Lewis Charlene Brown Lynn Shockley Joi Thompson Gregory Haynes	Court Clerk/Administrator Community Affairs Manager, Community Court Division Municipal Court Acting Deputy Clerk/Administrator Asst Deputy Clerk/Administrator Budget Analyst Court Reporter Administrator Director of Pretrial services (Municipal Court) Departmental IS Specialist II	Operations, personnel, budget Operations, personnel Operations, personnel Operations, warrants and records Budget and collections Court reporting Operations, budget personnel IT
Traffic Court	Mattie Thompson Robert Bray Darryl Lockhart Preston Stephens Alice Boyd Chester Lawrence Rainy Parks	Court Clerk/Administrator (Former) Traffic Deputy Court Administrator Deputy Court Administrator, Operations Budget Manager HR Specialist, Senior Tax & Revenue Collection Analyst Senior. (Acting IT Analyst) Records Analyst	Operations, budget, IT Operations Operations Budget and collections Personnel Operations, IT Operations
Solicitors' and Public Defenders' Office	Candace Byrd Kevin Jones Tawanda Horton Joseph Drolet Katherine Diamandis Sandra Thompson Raines Carter Harry Gardner Kenya Taylor	Public Defender, Traffic Court Deputy Public Defender, Traffic Court Office Manager, Public Defender, Traffic Court Solicitor, Traffic Court Asst. Attorney Solicitor, Traffic Court Acting Office Manager, Solicitor, Traffic Court Solicitor, Municipal Court Public Defender, Municipal Court Acting Office Manager, Public Defender, Municipal Court	Operations, personnel, IT and budget
City Government	Sherri Dickerson Rick Taylor	Human Resources Senior Analyst Budget Manager	Personnel Budget and collections

Data submitted in both formal and informal reports

...AS WELL AS MEETINGS WITH OTHER RELEVANT CITY AGENCIES

	Interviewee	Position
Facilities	Bob Shelor	Capital Projects Officer
	Madelyn Grant	Traffic Court Project Manager
	Walter Willingham	Traffic Court Construction Engineer
	Doug Beach	Turner Construction Company
	Willie Smith	Turner Associates
Atlanta Department of Corrections	Tom Pocock	Chief
	Roland Lane	Deputy Chief (Former)
Department of Information Technology	Abe Kani	CIO
	Ellis Colbert	Systems and Programming Division
	George Walton	IBM
Atlanta Police Department	Lee Brooks	Deputy Chief
	Jim Bishop	Manager Computer Services
	Dr. Richard Clark	Planning and Research

ADDITIONAL MUNICIPAL COURT & PRETRIAL SERVICES INTERVIEWS

Interviewee	Position	Department
Michelle Beverly	Accounting Technician	Finance
Tina Lee	Administrative Analyst Senior	Community Court
David Atchinson	Administrative Bailiff	Administrative Bailiff
Sonia Rossman	Floating Bailiff	Judicial Support
Cedric Stephens	Bailiff	Judicial Support
Annie Bush	Bailiff	Weekend Bond Hearings
Ada Gomez	Bailiff	Records and Warrants
Veronica Barnes	Bailiff	Judicial Support
Larry McCullough	Bailiff	Community Court
Johnnie Herman	Cashier	Finance
Bernard Nyajeka	Data Clerk	Finance
Monica Johnson	Calendar Clerk	Courtroom Support
Sheila Edwards-Green	Senior Court Clerk	Courtroom Support
Horace Wyatt	Senior Court Clerk	Courtroom Support
Angela Snipes	Senior Court Clerk	Courtroom Support
Lorraine Washington	Legal Secretary	Judicial Support
Javanna Holley	Legal Secretary	Judicial Support
Valerie Jordan	Multi-Jurisdiction Liaison, PTS	Pretrial Services
Ingrid Moncure-Amara	Deputy Director, PTS	Pretrial Services
Adelaide Wilder	Deputy Director, PTS	Pretrial Services
Georgianne Thomas	Volunteer Coordinator	Temporary Protection Order
Anthony Kempson	Senior Court Clerk	Records and Warrants
Lisa Robbins	Senior Administrative Assistant	Law Clerk
Anita Johnson	Manager	Probation
Patrice Lowery	Information and Appearance	Courtroom Support

ADDITIONAL TRAFFIC COURT INTERVIEWS (I)

Interviewee	Position	Department
Curtis Flowers	Administration Analyst Senior	Warrants Services
Stephanie Hall	Administration Assistant	FTA files
Theresa Jordan	Administration Assistant	Contempt
Aramon Davis	Administration Assistant	Scanning Closed Files
Safinia Neely	Senior Administration Assistant Senior	Cash Management
Judith Tanous	Assistant Director	Victim Witness
Gwendolyn Presbury	Cash Collection Technician	Cash Management
Dimple Patel	Cash Collection Technician	Contempt
Myisha Adkins	Cash Collection Technician	Cash Management
Cynthia Hilton	Case Manager	Judge
Tekeema Landers	Computer Data Technician	Scanning Closed Files
Shaunter Hughley	Computer Data Technician	Scanning Closed Files
Kanicka Williams	Computer Data Technician	Customer Service
Cherie Owens	Court Administration Supervisor	Cash Management
Terry Turner	Floating Court Clerk	Floating Court Clerks
Kimberly Thomas	Floating Bailiff	Floating Bailiff
Selina Booker	Customer Service Information Specialist	Customer Service
Lilla Dean	Customer Service Supervisor	Mail Letters / Court
Betty Jones	Customer Service Representative Senior	Closed Files
Linda Jackson	Deputy Clerk of Court	Office of Clerk
Tomika Clark	Office Assistant	Closed Files
Alonzo Johnson	Records Manager	Archives
Evette Summers	Administrative Analyst	Court Information

ADDITIONAL TRAFFIC COURT INTERVIEWS (II)

Interviewee	Position	Department
Yolanda Thompson	Substance Abuse Counselor	Substance Abuse
Dorothy Phillips	Office Supervisor	Bond Office
Malvin Jones	Building Maintenance Mechanic	Building and Grounds
Brian Sumpter	Building Maintenance Mechanic	Building and Grounds
Laura Mosley	Administrative Analyst	Call Center
Mike Ziemann	IT Analyst	Software Installation
Elizabeth Williams	Assistant Director	Data Entry
Reynold Darden	Administrative Assistant Senior	Appeals Clerk
Ben Parks	Jury Service Coordinator	Jury
Sonya Robinson	Human Resource Technician Senior	Personnel
Talisa Clark	Administration Analyst	Purchasing
Rasheed Marshall	Internal Audit	Internal Audit
Jillian Sanders	Law Clerk	Law Clerks
Brenda Muhammad	Victim Witness Coordinator	Victim Witness Assistance

TOPIC FOR FUTURE CONSIDERATION

**Outsourcing Data Processing For
Traffic Citations**

OUTSOURCING FIRMS CAN PROVIDE A COMPLETE SOLUTION FOR PROCESSING CITATIONS

Electronic citations

- Provide police department with handheld devices to issue citations

Imaging and data entry

- Handwritten citations
- Court documents
- Correspondence

Data links

- SCT Banner case management software
- Department of Motor Vehicles

Customer service and payment processing

- Customer service representatives
- IVR
- Pay-by-web
- Pay-by-phone
- Mail-in payments
- Lock box

Court calendar

- Schedule court calendar based on police officer availability and other criteria set by the court

Nationwide collections

- Collect delinquent accounts nationwide; verification of name, address, and telephones through various databases

MANY CITIES OUTSOURCE THE PROCESSING OF PARKING AND MOVING VIOLATIONS



(1) Violations included parking, moving violations, electronic toll violations, etc.

Source: Affiliated Computer Services

OUTSOURCING THE PROCESSING OF MOVING VIOLATIONS CAN SAVE THE CITY OF ATLANTA OVER \$650K PER YEAR

	Outsourcing with ACS		In-house		
	Pricing range for processing cost per citation (to be negotiated)		Savings (\$K)	2006 FTE count	Annual cost per FTE (\$K)
	@ \$2.00/each (\$K)	@ \$4.00/each (\$K)			
Data entry	Included	Included	490	18	27.2
Call center	Included	Included	191	6	31.8
Cash management	Included	Included	260	10	26.0
Calendar clerks	Included	Included	135	4	33.7
Sub total			1,076	38	
Benefits @ 35%			377		
Total	400 ⁽¹⁾	800 ⁽¹⁾	1,453		
Savings	1,053	653			

(1) Estimate based on 200K moving violations, ACS can also process parking violations and collect from out-of-state defendants